

## Hospital consolidation brings competitors closer together

By Matt Pilon

mpilon@HartfordBusiness.com

The mergers and acquisition wave sweeping through the state's healthcare sector has led to a surprise pairing, bringing together Greater Hartford's two biggest industry rivals — at least for the time being — as business partners.

As a result of two state regulatory decisions made last month, St. FrancisCare (now part of Trinity Health-New England) and Hartford HealthCare are technically in

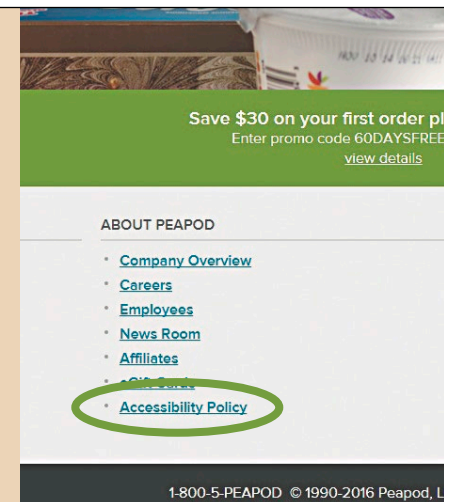
business together, each holding equal minority stakes in a Tolland imaging center and a cancer services provider with locations in Enfield and Manchester.

Trinity acquired a 15 percent stake in Tolland Imaging Center and a 25 percent stake in Northeast Regional Radiation Oncology Network (NRRON) from Johnson Memorial Medical Center in Stafford Springs. Hartford HealthCare subsidiaries hold existing stakes in each business — equivalent to Trinity's.

*Continued on page 12*



Trinity Health-New England CEO Christopher M. Dadlez.



## Internet Compatibility

Connecticut companies are being caught off guard by new federal requirements and industry standards forcing commercial websites to be accessible to disabled people, including those who are deaf and/or blind. **PG. 3**



## FOCUS: MANUFACTURING

### Workforce Development

The Connecticut Technical High School system is one of many education organizations in the state developing new programs to recruit and train people for advanced-manufacturing jobs. **PG. 8**

## Index

■ Week in Review: **PG. 6**

■ Focus: **PG. 8**

■ The List: **PGs. 9, 12**

■ Deal Watch: **PG. 10**

■ Movers & Shakers: **PG. 16**

■ Corporate Profile: **PG. 19**

■ Opinion & Commentary: **PG. 20**

## DIGITAL ATTRACTION



One of Independent Outdoor's digital billboards alongside I-95 in Bridgeport, at the Webster Bank Arena.

## Electronic billboards making a serious run at CT eyeballs

By Gregory Seay

gseay@HartfordBusiness.com

Connecticut's highways, roads and streets are home to an estimated 1,500 billboards.

And if you've traversed I-84 in Hartford recently, or other interstates in New Britain and across Connecticut, you've undoubtedly noticed a growing share of those roadside advertising beacons are large, "digital bulletin" billboards in contrast to the ubiquitous

vinyl-covered "traditional" billboards.

That's because more outdoor-media vendors — and their ad clients — are turning to digital billboards as a more efficient and attractive way to gain consumers' attention.

Wallingford billboard vendor Independent Outdoor (IO) has added several new digital billboards in recent months, including one near downtown Hartford off I-84 East, fronting exits 48A-B.

*Continued on page 14*

For more B2B news visit **HARTFORD BUSINESS**.com

Cool things just stand the test of time.  
Join us in celebrating 20 years of young entrepreneurs.

HARTFORD BUSINESS JOURNAL  
**40** under  
forty  
**20th**  
ANNIVERSARY

SAVE THE DATE!  
'BLACK TIE & BLUE JEANS'  
ANNIVERSARY EVENT  
**WEDNESDAY, SEPT. 14, 2016**  
CT CONVENTION CENTER | HARTFORD

Subscribe  
online







# WE DO BUSINESS. PERSONALLY.

We work with you to provide the right technology for your business. Switch today for maximum Internet download speed options up to 10 Gigs.

It's all backed by our responsive, 24/7 business-class customer support.

**30-DAY MONEY-BACK GUARANTEE**

**15 Mbps Internet**

**\$59<sup>99</sup><sub>mo</sub>\***

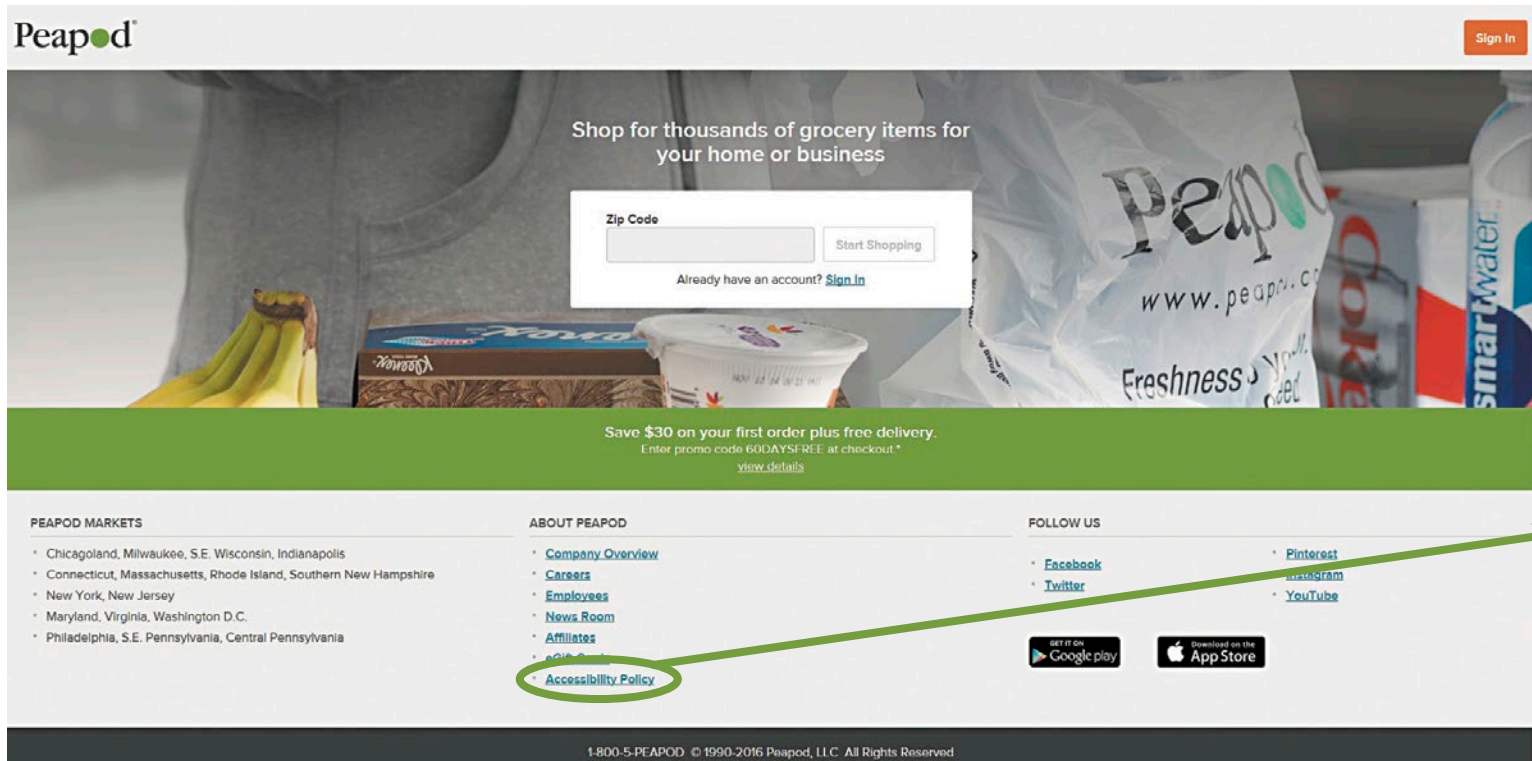
for 12 months with a 2 or 3-year agreement

**CALL (800) 367-1762 OR VISIT COXBUSINESS.COM TO SWITCH TODAY**

\*Offer ends 9/4/16. Available to new commercial subscribers (excluding government agencies and schools) of Cox Business Internet<sup>SM</sup> 15 (max. 15/5 Mbps). Prices based on 2 or 3-year service term. Monthly service fee increases to \$69.99 in month 13. DOCSIS 3.0 modem may be required for optimal performance. Prices exclude equipment, installation, taxes, and fees, unless indicated. Speeds not guaranteed. Actual speeds vary. See [www.cox.com/internetdisclosures](http://www.cox.com/internetdisclosures) for complete Internet Service Disclosures. Rates and bandwidth options vary and are subject to change. Discounts are not valid in combination with or in addition to other promotions and cannot be applied to any other Cox account. 30-day satisfaction guarantee limited to refund of standard installation/activation fees and the first month's recurring service and equipment fees (and equipment purchase fees if purchased from Cox) for the newly subscribed services only. Excludes all other costs and charges. Refund must be claimed within 30 days of service activation. Services not available in all areas. Other restrictions apply. © 2016 Cox Communications, Inc. All rights reserved.



# ADA compliance extending into firms' internet offerings



**Peapod®**

At Peapod, we are committed to ensuring that individuals with disabilities can access all of the goods, services, facilities, privileges, advantages, and accommodations offered by Peapod through its website, [www.peapod.com](http://www.peapod.com), and its mobile applications.

If you are having trouble accessing [www.peapod.com](http://www.peapod.com) or Peapod's mobile apps, please call Customer Care at [1-800-573-2763](tel:1-800-573-2763) or [email us](mailto:emailus) for assistance.

Google Chrome has inherent accessibility limitations when using with the Peapod application on the Android platform. The Peapod application cannot work around these limitations, therefore we recommend using Mozilla Firefox as an alternative browser, especially if accessibility tools or assistive technology will be used in conjunction with the Peapod application. Mozilla Firefox is the only supported platform when using accessibility tools or assistive technology on Android devices. [To download the Mozilla Firefox browser, please click here.](#)

[Go Back](#)

U.S. companies are under mounting legal pressure to ensure their online sites are fully accessible for all consumers. Above, home food-deliverer Peapod's revised homepage includes a link to its "accessibility policy" and a disclaimer.

By Gregory Seay  
gseay@HartfordBusiness.com

Imagine that one day you use your PC or smartphone, but the homepages you're trying to pull up won't. Or, you see something interesting on the site, but you're unable, using keyboard or mouse, to open the page or click on it for more details.

Many users of these devices rarely encounter those difficulties. However, there are some whose physical disabilities make fully harvesting the wealth of information residing on the internet about as easy as climbing Mt. Everest.

These are users — the visionless and the color blind, the deaf and hard-of-hearing, and those who have difficulty grasping a computer mouse — for whom a federal anti-discrimination law and revised industry standards for making websites more disabled-user friendly, known as WCAG 2.0, have come to the rescue. But they are also catching Connecticut businesses off guard, forcing some to quickly get their sites into compliance.

Thanks to the latest version of web content

accessibility guidelines and aggressive outreach and compliance prosecution by the federal Department of Justice (DOJ), businesses and local, state and federal agencies throughout Connecticut are getting the message that the internet must be accessible to everyone, even if it means redesigning every feature on a site to make it so, experts say.

It's a message that Lance Leifert, co-founder and CEO of Conquest Consulting, an Avon marketing, branding, digital-design and development consultancy, preaches to his clients, particularly banks and credit unions because they were among the earliest to openly embrace the internet to market loans and other financial products and services.

But in doing so, Leifert, a former UConn professor, says he's encountering an unsettling level of misunderstanding and ignorance among banks and others as to the amount of work and time needed to bring their commercial websites into compliance with the American with Disabilities Act (ADA).

The good news for many businesses, and some state and local governments, is that some

original compliance deadlines, including one originally to hit in October, have been pushed back. The compliance deadline for state and local governments, for example, is now 2018.

The bad news, though, is that some courts have already ruled on some previously filed complaints against commercial websites not in compliance with the ADA, with most ordered to bring their sites to compliance right away.

Meantime, some Connecticut lenders, ranging from Waterbury super-regional Webster Bank to community lender Simsbury Bank & Trust, say they are working as briskly as possible to bring their online sites into ADA compliance.

"The issue we're seeing," Leifert said, "is a lot of banks think they can manage their ADA compliance. When most people think of banks being compliant, they think of wheelchair ramps and Braille keypads. The DOJ has now established federally-mandated guidelines for the way financial institutions' websites are created to provide productive access for individuals with disabilities, according to the ADA."

Aside from presenting those ADA-Internet guidelines, Uncle Sam, too, has shown his

resolve to enforce compliance. That alone is enough to get the attention of commercial web operators, Leifert and other experts say.

Stop & Shop Supermarket's sister grocery-delivery service, Peapod, not long ago resolved its DOJ compliance suit alleging key parts of its website were inaccessible to disabled shoppers. Among other things, Peapod agreed to assign a person full-time to monitor its site's accessibility and compliance.

Wells Fargo Bank, tax adviser H&R Block, Hilton Hotels and Lucky Jeans are among other U.S. companies that have consented to decrees with the government to improve their ADA-Internet access/compliance.

The Justice Department declined HBJ's request for general comment as to its efforts to ensure compliance with the latest version of the private-sector crafted Web Content Accessibility Guidelines, or WCAG 2.0.

However, DOJ has said in previous court filings it pursued certain companies based on consumer complaints ranging from a blind

*Continued* ▶

## VITO'S BY THE PARK

### THREE COURSE PRIX FIXE MEAL

All Day & Evening Through July 31

**\$30.16\***

Vito's by the Park  
26 Trumbull St.  
Hartford, CT 06013  
(860) 244-2200

*\*plus tax & gratuity*



## ADA Compliance

customer's difficulty paying for his Lucky Jeans using his debit card to intermittent call-center service for Wells Fargo's blind and deaf customers.

### Evolving guidelines

The original Web Content Accessibility Guidelines, or WCAG 1.0, were crafted in 1995, just as the Internet was gaining prominence as a premier information, goods-and-services distribution pipeline. That version is largely the reason you find Braille on automated teller machine and elevator keypads, and on street-crossing signals.

But just as societal mores made it a legal imperative for people with physical disabilities or infirmities to be able to access all public buildings and spaces, that same sense of equality and fairness has enveloped the web, said Gregg C. Vanderheiden, co-founder of the Trace Research

& Development Center, which focuses on making computer, telecommunications and information technologies more accessible to the disabled.

Many WCAG opponents, Vanderheiden said, often argue that the ADA originally didn't specifically designate which commercial businesses must comply and what they must provide to the disabled on their Internet sites. That posture, he says, minimizes the inherent role of WCAG to ensure unfettered web access.

"You just can't bother not to make things accessible if you could have," Vanderheiden said.

Even Conquest's Leifert points out the extent to which the Justice Department is vague on the question of which sections of a commercial homepage must be more accessible to the disabled.

### Getting bankers on board

Glastonbury's ZAG Interactive is a marketing

consultancy that designs and tests websites for ADA compliance. Principal William Creedle says his clients early on struggle to understand why they must invest time and money updating their online sites for ADA.

Not long ago, most bankers worried about ensuring their brick-and-mortar facilities were up to ADA standards to accommodate customers who are blind, deaf, in wheelchairs, or accompanied by service animals.

The web, Creedle says, offers banks the ability to provide customers with the convenience of a virtual branch, and what, they ask, can be so bad about that? So, Creedle says he has them don blindfolds and try logging onto the web. Unable to see the screen or properly manipulate the mouse, they invariably struggle, he said.

"When clients see that, they understand ... and it begins to allay their fears," Creedle said. ■



## An investment in efficiency can help you reinvest in your business.

Eversource, in partnership with Energize Connecticut, provides a wide range of energy-efficient solutions for your business. Solutions that create energy cost savings you can then reinvest, like Sean Mulligan from EB Manufacturing in Middletown, CT. He utilized our energy solutions to decrease the cost of his energy bill while increasing the quality of light on the manufacturing floors, improving the company's ability to machine high-precision parts.

Our energy experts will identify the right electric and natural gas energy strategies, including LED lighting, heating and cooling equipment, control systems, process measures, and more. We'll also connect you to low-interest financing\* options and incentives, along with qualified contractors to get you on the road to saving money and reinvesting it back into your business.

Call 877-WISE-USE (877-947-3873) or visit [EnergizeCT.com/businesses](http://EnergizeCT.com/businesses) to find the latest energy-efficient solutions for businesses big or small.

We're a job shop, we do a lot of high-precision machining of parts. We're always trying to reinvest in the business, whether it be new equipment or new tooling for the equipment—it's always about trying to improve to be competitive. You've got to keep up with technology or else you'll be left behind. The program that Eversource offered is estimated to save us thousands on energy costs, so it's kind of a no-brainer.

—Sean Mulligan, General Manager of EB Manufacturing

**energize** CT<sup>SM</sup>  
CONNECTICUT

Empowering you to make  
smart energy choices

**EVERSOURCE**  
ENERGY



Paid for by a charge on customer energy bills.

\*Interest rates vary by eligibility.

## HARTFORD BUSINESS JOURNAL

[www.HartfordBusiness.com](http://www.HartfordBusiness.com)  
(860) 236-9998

### EDITORIAL

**Greg Bordonaro** Editor, ext. 139  
[gbordonaro@HartfordBusiness.com](mailto:gbordonaro@HartfordBusiness.com)

**Gregory Seay** News Editor, ext. 144  
[gseay@HartfordBusiness.com](mailto:gseay@HartfordBusiness.com)

**Matt Pilon** News Editor, ext. 143  
[mpilon@HartfordBusiness.com](mailto:mpilon@HartfordBusiness.com)

**John Stearns** Staff Writer, ext. 145  
[jstearns@HartfordBusiness.com](mailto:jstearns@HartfordBusiness.com)

**Keith Griffin** Digital Producer/Reporter, ext. 127  
[kgriffin@HartfordBusiness.com](mailto:kgriffin@HartfordBusiness.com)

**Stephanie Meagher** Research Director

**Heide Martin** Research Assistant

### BUSINESS

**Joe Zwiebel** President and Publisher, ext. 132  
[jzwiebel@HartfordBusiness.com](mailto:jzwiebel@HartfordBusiness.com)

**Donna Collins** Associate Publisher, ext. 121  
[dcollins@HartfordBusiness.com](mailto:dcollins@HartfordBusiness.com)

**Jessica Baker** Office Manager, ext. 122  
[jbaker@HartfordBusiness.com](mailto:jbaker@HartfordBusiness.com)

**Amy Orsini** Events Manager, ext. 134  
[aorsini@HartfordBusiness.com](mailto:aorsini@HartfordBusiness.com)

**Kaleigh Hickey** Events Coordinator, ext. 137  
[khickey@HartfordBusiness.com](mailto:khickey@HartfordBusiness.com)

**Christian J. Renstrom** Advertising Director, ext. 126  
[crenstrom@HartfordBusiness.com](mailto:crenstrom@HartfordBusiness.com)

**David Hartley** Sr. Accounts Manager, ext. 130  
[dhartley@HartfordBusiness.com](mailto:dhartley@HartfordBusiness.com)

**William C. Lambot** Sr. Accounts Manager, ext. 128  
[wlambot@HartfordBusiness.com](mailto:wlambot@HartfordBusiness.com)

**John Vuillemot** Sr. Accounts Manager, ext. 133  
[jvuillemot@HartfordBusiness.com](mailto:jvuillemot@HartfordBusiness.com)

**Marisa Wright** Sr. Accounts Manager, ext. 124  
[mwright@HartfordBusiness.com](mailto:mwright@HartfordBusiness.com)

**Anabela Maia** Account Manager, ext. 131  
[amaia@HartfordBusiness.com](mailto:amaia@HartfordBusiness.com)

**Raki Zwiebel** Credit and Collections Manager

**Valerie Clark** Accounting Assistant/Office Manager

**Kim Vautour** HR Director

**Gail Lebert** Chair, Executive Advisory Board

### PRODUCTION

**Lynn Mika**  
Production Director/Marketing Coordinator, ext. 140  
[lmika@HartfordBusiness.com](mailto:lmika@HartfordBusiness.com)

**Christopher Wallace** Art Director, ext. 147  
[cwallace@HartfordBusiness.com](mailto:cwallace@HartfordBusiness.com)

**William DeVito** Digital Ad Manager/Graphic Designer,  
[graphics@HartfordBusiness.com](mailto:graphics@HartfordBusiness.com)

New England  
Business Media LLC

**Peter Stanton** CEO  
[pstanton@nebusinessmedia.com](mailto:pstanton@nebusinessmedia.com)

**Joseph Zwiebel** President & Group Publisher, ext. 132  
[jzwiebel@HartfordBusiness.com](mailto:jzwiebel@HartfordBusiness.com)

**Mary Rogers** Chief Financial Officer;  
[mrogers@nebusinessmedia.com](mailto:mrogers@nebusinessmedia.com)

### Subscriptions:

Annual subscriptions are \$84.95. To subscribe, visit [HartfordBusiness.com](http://HartfordBusiness.com), email [hartfordbusiness@cambeywest.com](mailto:hartfordbusiness@cambeywest.com), or call (845) 267-3008.

### Advertising:

For advertising information, please call (860) 236-9998. Please address all correspondence to: Hartford Business Journal, 15 Lewis Street, Suite 200, Hartford CT 06103.

### News Department:

If you have a news item: Call us at (860) 236-9998, fax us at (860) 570-2493, or e-mail us at [news@HartfordBusiness.com](mailto:news@HartfordBusiness.com)

*Hartford Business Journal accepts no responsibility for unsolicited manuscripts or materials and in general does not return them to the sender.*

*Hartford Business Journal* (ISSN 1083-5245) is published weekly, 52 x per year — including two special issues in December — by New England Business Media LLC, 15 Lewis Street, Suite 200, Hartford CT 06103. Periodicals postage paid at Hartford, CT.

Tel: (860) 236-9998 • Fax (860) 570-2493

Copyright 2016. All rights reserved.

**Postmaster:** Please send address changes to: Hartford Business Journal P.O. Box 330, Congers, NY 10920-9894

**THE ALLIANCE**  
OF AREA BUSINESS PUBLICATIONS

COPYRIGHT CLEARANCE CENTER  
[www.copyright.com](http://www.copyright.com)







**Access Health  
CEO James  
Wadleigh said the  
loss of HealthyCT  
won't impact the  
exchange's  
budget, but he  
worries about  
potential future  
impacts on  
premiums.**

## Fewer exchange options could increase health premiums

By Matt Pilon

mpilon@HartfordBusiness.com

The state's health insurance exchange, Access Health CT, has lost another insurer, leaving just two participating health plans for the 2017 enrollment period, raising concerns that individual and business customers may see their premiums increase at a faster clip in the future.

HealthyCT—which the Connecticut Insurance Department (CID) has ordered to stop writing new business due to solvency concerns—was the latest company to exit the exchange, preceded by UnitedHealthcare earlier this year.

"I'm sad, disappointed, throw in your own adjective there, that we're losing HealthyCT," said Access Health CEO James Wadleigh. "I would be concerned that there [will] be a limited competitive environment, which could have the potential of allowing healthcare costs to go up quicker than we had expected."

Insurers have already submitted rate requests for 2017, but Wadleigh worries about the impact on 2018 rates, assuming the exchange can't convince other insurers to join its two dominant market-share holders, ConnectiCare and Anthem.

Wadleigh said it's been an uphill battle wooing new competitors to the market. UnitedHealthcare, which had a small number of Access Health customers, announced in April that it would exit most state exchanges in 2017. HealthyCT had 11,304 exchange customers, who will need to find new plans.

Wadleigh said he is confident about Anthem and ConnectiCare's commitment to the exchange. He called the two insurers financially strong and viable, and their combined exchange market share is about 90 percent of the 102,000 enrolled customers.

That's down from around 116,000 customers at the end of open enrollment earlier this year. The drop-off is the result of some policyholders not paying their premiums or providing needed paperwork, among other factors.

### Shared fiscal challenges for co-ops

Under the Affordable Care Act, health insurance co-ops like HealthyCT were intended to provide nonprofit competition to large for-profit insurers to keep premiums down.

But many co-ops have struggled. Of the 23 that launched in 2013, less than half continue to write new business today.

Those hardships have been fueled by several factors, including Congressional funding cuts and the premium-stabilization program created by the Centers for Medicare and Medicaid Services, which is meant

to smooth claims volatility—particularly for startup insurers—by making sure health plans don't take on too many healthy or unhealthy patients.

As part of that program, CMS recently ordered HealthyCT to pay a \$13.4 million risk-adjustment payment—essentially a penalty for having a customer base deemed too healthy.

While state regulators said they had already planned to place HealthyCT under increased scrutiny starting this summer, the risk-adjustment fee created a large enough fiscal problem that the CID issued the supervisory order.

Ordering HealthyCT to cease writing new business and runoff existing business will maximize availability of funds to satisfy policyholders and creditors, CID said.

Risk-adjustment payments have been contentious, and both Insurance Commissioner Katharine Wade and Wadleigh have said they are concerned they could have damaging impacts on the market.

Several co-ops, including in Illinois and Maryland, have sued the federal government, either seeking to recoup premium-stabilization payments they feel they are owed or challenging fees like the one levied on HealthyCT.

### What's next for HealthyCT?

Since its 2013 inception, HealthyCT had grown quickly.

Its 2016 first-quarter revenue was \$56.2 million, up from \$33.7 million a year earlier, financial reports show. But expenses for medical benefits and prescription drugs also rose sharply over the year.

While things don't look good for HealthyCT, it's possible it could one day start writing new business again. The company could avoid court-supervised rehabilitation, which is similar in some ways to a federal bankruptcy proceeding, but conducted in state court, according to William Goddard, a partner at Hartford law firm Day Pitney, who specializes in insurance.

"The stars would have to align," Goddard said. "The feds could pay, [HealthyCT] could raise new capital, or their [2016] underwriting could turn out to be way better than people thought."

Goddard's colleague, healthcare attorney Susan Huntington, said operating under a supervisory order may also buy HealthyCT some time to challenge the risk-adjustment payment.

"By being put under supervision, it gives HealthyCT time to actually dig into whether the payment amount requested by the federal government is correct," Huntington said. ■

DESIGN BUILDERS • GENERAL CONTRACTORS • CONSTRUCTION MANAGERS

## SPOTLIGHT ON: COMMERCIAL



### AMF Property Management | Enfield, CT

PDS Engineering & Construction served as Design Builder for the construction of a new three-story office facility for AMF Property Management Corporation, a full service real estate development and management company.

#### Project Features:

- Glass atrium
- Sitework and concrete
- Thermal and moisture protection
- Acoustical ceilings and painting

**TOTAL PROJECT SIZE: 11,400 SF**

PDS ENGINEERING & CONSTRUCTION, INC.



THINK • PLAN • BUILD

107 Old Windsor Road, Bloomfield, CT 06002  
(860) 242-8586 | Fax (860) 242-8587  
[www.pdssec.com](http://www.pdssec.com)

PDS has been meeting the needs of the construction industry since 1965. Our dedicated team of design and construction professionals welcomes the challenge of serving its past and future customers on their most demanding projects.

INDEPENDENT AUTHORIZED BUILDER  
**CHIEF BUILDINGS**  
A Division of Chief Industries, Inc.  
The builder's choice in metal building solutions.

# Delivering Business.

## HARTFORD BUSINESS JOURNAL

Subscribe online:  
[HartfordBusiness.com/subscribe](http://HartfordBusiness.com/subscribe)

When you need information to grow your business, we deliver! Subscribe today to receive weekly issues in print and digital, plus special publications and full online access!





## BY THE NUMBERS

168

The number of apartment units slated for a \$58 million mixed-use development in New Britain.

43rd

Connecticut's business climate ranking out of the 50 U.S. states, according to a new CNBC analysis.

\$400

The monthly energy costs — including electricity prices, and the cost of natural gas, home heating oil and gasoline — for the average Connecticut consumer, according to WalletHub.

\$188M

The funds approved by the State Bond Commission for various development projects around the state, including \$3.5 million for XL Center renovations.

## TOP 5 MOST READ

on HartfordBusiness.com

## ■ NB selects developer for \$58M mixed use project

## ■ Bond commission to vote on \$188.1M in spending

## ■ Hartford Foundation announces \$1M in support for nonprofits

## ■ Design changes for Glastonbury's Tannery Apts.

## ■ Few insurers willing to join crumbling foundation fund

## STAY CONNECTED

For breaking and daily Greater Hartford business news go to  
[www.HartfordBusiness.com](http://www.HartfordBusiness.com).

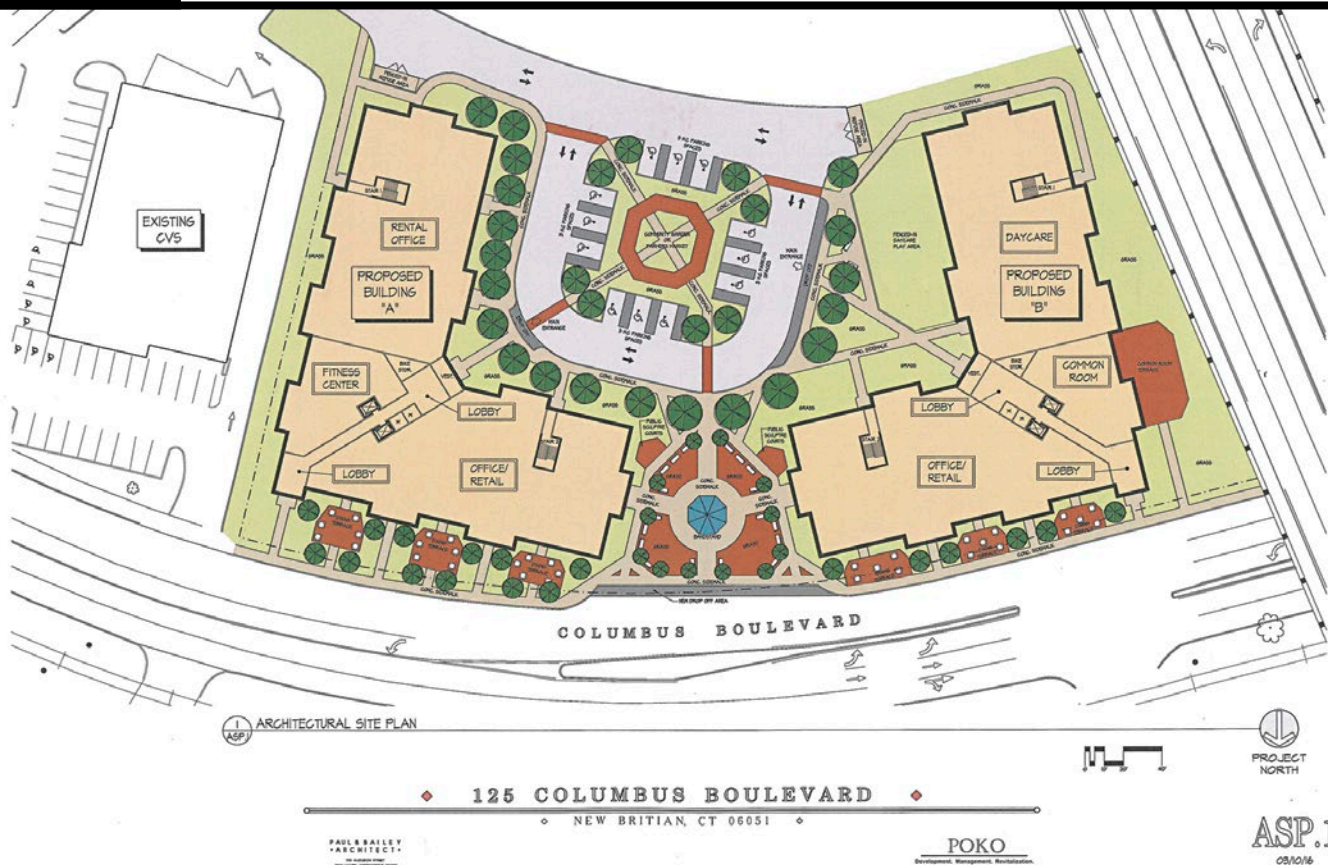
HBJ on Twitter: @HartfordBiz

HBJ on Facebook:  
[www.facebook.com/HartfordBiz](http://www.facebook.com/HartfordBiz)

HBJ on LinkedIn:  
[www.linkedin.com/company/the-Hartford-Business-Journal](http://www.linkedin.com/company/the-Hartford-Business-Journal)

Daily e-newsletters:  
HBJ Today, CT Morning Blend  
[www.HartfordBusiness.com/subscribe](http://www.HartfordBusiness.com/subscribe)

Weekly e-newsletters:  
CT Green Guide Weekly,  
CT Health Care Weekly  
[www.HartfordBusiness.com/subscribe](http://www.HartfordBusiness.com/subscribe)



A rendering of the proposed \$58 million mixed-use development to remake downtown New Britain. The project includes a 168-unit apartment complex.

## TOP STORY

## NB selects developer for \$58M, mixed-use project

A New York-based developer has been chosen to build a \$58 million, mixed-use project adjacent to CTfastrak in downtown New Britain.

POKO Partners LLC has submitted plans to redevelop 125 Columbus Blvd., the 2.26-acre former site of the New Britain Police Department. Mayor Erin Stewart said the project will be a catalyst for reviving the Hardware City's downtown.

A sales price still needs to be negotiated. The land is currently appraised at about \$200,000.

POKO's submission was approved by the city council July 13.

"Columbus Commons" will be a two-phase, mixed-use development set

to include construction of two complementary L-shaped buildings framing an interior courtyard. The development components include: A large "gateway" plaza between the two buildings; retail, office space, and/or restaurant entrances on the first floor; 168 apartment units; "activity areas" such as a large office/healthcare tenant space and a large day care center; and expansive use of green space.

POKO will be seeking funding for the development from several sources, including: the Federal Housing Finance Agency, Competitive Housing Assistance for Multiple Families Properties, Urban Act funds and others.

## ECONOMY &amp; LABOR

## CNBC ranks CT's business climate in bottom 10

A new nationwide survey by CNBC shows Connecticut is ranked eighth worst for its business environment. The state is particularly hurt by low scores for its costs of doing business and living as well as infrastructure.

The overall 43rd place ranking is a big drop from last year, when the state's business climate was ranked 33rd in the nation. The survey, conducted by the television business network CNBC, said Connecticut is ranked 47th for both cost of doing business and infrastructure, and 46th for its cost of living.

The state's best ranking comes in workforce and education: both in the 18th spot. The workforce ranking is based on the education level of the workforce, the number of available employees and the state's demonstrated ability to retain college-educated workers. Utah was ranked the best state overall for doing business, while Rhode Island was ranked last.

## REAL ESTATE

## Hartford's State House Square debt in 'workout'

Downtown Hartford's State House Square office building is nearing a modification of its \$87.55 million mortgage that would extend its maturity to early 2017, a commercial real-estate loan tracker says.

Meantime, lead tenant Travelers Insurance has told its landlord of its plan to shrink its footprint sometime next year in the complex at 10-90 State House Square, across from Constitution Plaza.

According to Trepp LLC, its review of State House Square mortgage documents on file indicate the loan landed in "special servicing" in April as a candidate for a "loan workout" while its unspecified monthly debt payments were still current. The loan has since fallen at least one month in arrears during June and July, Trepp data shows.

But a new loan package, with a "balloon-payment" feature, is expected to close later in July that will push the loan's maturity to next February, Trepp reported. State House Square's owners only had seven months left to pay on their 10-year loan.

## Design changes for Glastonbury's Tannery apts.

The continuing conversion of a former Glastonbury tanning mill into 250 luxury apartments has undergone a redesign that more fully embraces the mill's historic significance to the community, its developer says.

Martin J. Kenny, a Glastonbury native who is a principal of Hartford residential landlord-developer Lexington Partners LLC, unveiled the final design enhancements and improvements last week for The Tannery (formerly Flanagan's Landing).

The original, existing steel beam structure at the Tannery mill buildings' entrance has been saved and will be refurbished as a historic industrial element of the final project design, Kenny said.

Corrugated metal originally on the mill buildings that date to the early 1800s and typically found on buildings of its era, is proposed for the roofing.

The reuse of the mill buildings intentionally maintains historic features by keeping the brick facade of the four-story mill building intact.

## Insurer Principal buys Avon retail plaza

Avon's Shops at Nod Brook has been sold to Iowa insurer Principal Financial Group and a partner who paid \$29 million for the retail plaza on West Main Street/Route 44.

The joint venture between Principal Real Estate Investors and Boston's The Wilder Cos., acquired the 99,758-square-foot shopping center at 315 W. Main St. from seller Midwood Investment and Development.

According to seller's broker Holliday Fenoglio Fowler L.P. (HFF), the purchase financing included a \$16.25 million five-year, fixed-rate mortgage from an unidentified insurance company.

Shops at Nod Brook's tenants include The Fresh Market, Marshall's, Michael's Arts & Crafts, Top Nail, Music & Arts, Lane Bryant and Great Clips. The center is about 92 percent occupied, HFF said.

## MANUFACTURING

## Barnes paying \$136M for German mold maker

Bristol manufacturer Barnes Group Inc. says it will pay about \$136 million cash for the mold-making operations of a German company.

Barnes said it expects to close its deal to acquire Adval Tech Holding AG's molds business, FOBHOA, in the third quarter. FOBHOA U.S. has offices in Beverly, Mass.

Adval Tech's molds business, based in Haslach, Germany, develops and makes complex plastic injection molds for packaging, medical, consumer and automotive applications. The operation has three factories in Germany, Switzerland, and China.

Barnes CEO Patrick Dempsey said the addition of Adval's proprietary cube mold technology will enhance its position as a leading global supplier of complex molding systems.



## GOVERNMENT, POLITICS & LAW

### Bond commission approves \$188.1M in spending



The XL Center is getting a nearly \$5 million refresh thanks to new state bonding.

The state bond commission last week approved \$188.1 million in new spending.

The state Department of Transportation gets the bulk of the bonding funds requested, including \$119.8 million to finance various transportation-related improvements and other related costs as part of its transportation infrastructure program.

Other DOT funding includes \$16.2 million towards I-95 improvements and the replacement of traffic lights in Middletown on Route 9.

Other spending items include: \$12 million for infrastructure improvements/redevelopment of East Hartford's Silver Lane and Rentschler Field corridor; \$4.75 million to finance renovations and improvements at the XL Center and the Church Street Garage in Hartford; \$3.1 million for improvements at the Connecticut Science Center; and \$1 million for finance planning and improvements at the Connecticut Tennis Center in New Haven.

## BANKING & FINANCE

### Symmetry expands in Glastonbury

Glastonbury asset manager and consulting firm Symmetry Partners said it has expanded its corporate headquarters as a result of growth and hiring 28 employees in the last 18 months.

Symmetry Partners services \$7.4 billion in assets under management and advisement and is currently home to over 100 employees. With this expansion, it has room for up to 200 workers.

The new corporate building features 40,000 square feet and includes conference rooms for advisor workshops and trainings, an expanded video studio and an expanded fulfillment and print shop for the production of advisor marketing collateral.

### CT's Dime Bank opens in Colchester

Norwich lender Dime Bank has expanded into Colchester with the 12th branch office in its southeastern Connecticut and Rhode Island territory.

Located at 139 S. Main St., the 1,500-square-foot branch that opened in late May offers interactive displays, free Wi-Fi, a 24-hour drive-up automated teller machine, and a coffee bar in addition to its other financial-services offerings.

Sharr Realty is landlord. Point One Architects of Old Lyme designed the branch. W.R. Allen & Co. Inc. of Montville and Barber Electric of Bozrah teamed in its construction.

## WHAT'S AHEAD:

■ 7/25: **40 Under Forty special edition**

## CALENDAR

THURSDAY, JULY 28

### Women In Business 2016 Leadership Conference



Faith Salie

The Middlesex Chamber of Commerce will host its 2016 women in business leadership conference, luncheon and health and wellness fair July 28, at the Radisson Hotel Cromwell, 100 Berlin Road.

The event kicks off at 9 a.m. with opening remarks from MC Kara Sundlin, and runs until noon.

**Faith Salie**, the Emmy-winning contributor to CBS News Sunday Morning and a panelist on NPR's "Wait Wait...Don't Tell Me,"

and host of the PBS show, "Science Goes to the Movies," will be the keynote speaker.

Cost to attend is \$99, which includes breakfast, access to the health and wellness fair, luncheon and signed book by Salie, who wrote "Approval Junkie: Adventures in Caring Too Much."

For more information or to register go to: <http://middlesexchamber.com>.

FOR A COMPLETE LIST OF GREATER HARTFORD BUSINESS EVENTS, GO TO [WWW.HARTFORDBUSINESS.COM](http://WWW.HARTFORDBUSINESS.COM) AND CLICK ON 'CALENDAR.' ALL CALENDAR ITEMS MUST BE SUBMITTED ELECTRONICALLY VIA OUR WEB SITE, [WWW.HARTFORDBUSINESS.COM](http://WWW.HARTFORDBUSINESS.COM).



Cox Business  
**Security  
Solutions**

YOUR LIFE'S  
WORK DESERVES MORE THAN A  
DEADBOLT.



**HD SURVEILLANCE  
AND DETECTION**

Get Cox Business Security Solutions with HD Surveillance and Detection. View crystal-clear video in high definition, day or night, with our lineup of HD commercial cameras. Receive text and email alerts if an alarm is activated. On call 24/7, it goes the extra mile to protect your business.

**Security that means business.**

**Call (877) 404-2523**

**Visit [coxbusiness.com/securitysolutions](http://coxbusiness.com/securitysolutions)**

\*Cox Business Security is available to business customers in Cox Business Connecticut service areas. Service not available in all areas. Service Agreement required. Other restrictions may apply. © 2016 Cox Business. All rights reserved.



# Technical high school system grooms workforce pipeline

By Matthew Broderick

Special to the Hartford Business Journal

As the director of human resources for both Carey Manufacturing and Floyd Manufacturing, two Cromwell-based family businesses, Peter Egan sees the big challenge facing the state's manufacturing sector every day: The need for a pipeline of skilled young people to fill the shoes of an aging workforce.

"I think we lost a generation of people who thought [the state] was losing its manufacturing jobs," Egan said. "So we have a large gap in skilled, qualified workers in Connecticut."

But the state seems to have a strategy to reverse that trend, investing millions in education and job training through Connecticut's technical high school and community college systems to close that gap.

The state's manufacturing sector is a key driver of Connecticut's economic activity. While the sector took a hit during the Great Recession, it has rebounded in the state, employing nearly 170,000 people and generating more than \$27 billion in activity, according to 2015 figures from the U.S. Bureau of Economic Analysis.

That has created both short- and long-term demand for workers, which has fueled strong alliances between manufacturers, school systems, workforce development boards and nonprofits across the state.

"One of our primary goals is to build partnerships with business and industry to ensure our programs [and training] are aligned with their needs," said Dr. Nivea Torres, Superintendent of the Connecticut Technical High School System (CTHSS), which operates 17 technical schools across the state and serves 11,200 full-time high school and adult students and 2,000 apprenticeship pupils.

With state support — a five year, \$10 million investment — Torres said, she has been able to expand capabilities and invest in infrastructure that will allow the state's technical high schools to build a manufacturing pipeline for years to come. She notes each school now features modern machinery to train students for precision manufacturing and advanced design. Students are also learning about energy-saving technologies.

"In partnership with the Connecticut Energy Efficiency and Connecticut Green Bank, our technical high schools developed the nation's first green construction learning laboratories," Torres said, "allowing students the opportunity to design, build and operate energy-efficient laboratories at each of our sites and be trained in green technologies."

The state's technical high school system has also aggressively developed partnerships. Kim Oliver, director of youth services for Hartford's Capital Workforce Partners (CWP), one of the state's five workforce development boards, works closely with the technical high school's student population. "We serve people ages 14 to 24," Oliver said, "and work to prepare students and young adults for jobs that can provide a living wage."



Student Quentin Bagby is at Asnuntuck Community College's manufacturing lab, one of the many Connecticut education institutions grooming manufacturing workers.

The state's focus on the manufacturing sector — and the manufacturing certificate programs at many of Connecticut's community institutions, including Enfield's Asnuntuck Community College — have been critical in providing a career path for a vulnerable population. "There are 6,300 teens and young adults in Hartford that are out of work or without a high school degree," Oliver said, noting CWP invests nearly \$2 million a year in youth programming in Hartford and New Britain.

The certificate programs not only help to build technical competencies for students, Oliver explained, but also can be used as credit towards an associate's degree. It's an approach that's been drawing people both to community colleges in general and the manufacturing sector in particular. "We have about 200 CWP youth enrolled in the certificate programs and a quarter of those are in manufacturing-focused tracks," Oliver said.

And it's not just young adults that are interested. In fact, the Eastern Workforce Investment Board (EWIB) in North Franklin is undertaking efforts to engage middle schoolers envisioning a career path to manufacturing. "We want adolescents to understand what a viable career manufacturing can be," said Ginny Sampietro, EWIB's senior director of employment services. "In fact, this summer we have a Young Manufacturer's Academy to introduce students to manufacturing."

And that's just the surface. Mark Hill, EWIB's chief operating officer, noted that in 2015 his workforce board received a \$6 million grant from the Department of Labor to help train — and place in jobs — 450 people over the next three years. "The key to our success has been an engaged community," Hill said. "We have more than 56 area manufacturers, including Electric Boat, involved [with our organization] and representation from the technical high school system on our board."

It's all driving a manufacturing sector that looks primed for future growth, fueled by an increasingly technically trained student population.

Torres says her school system will continue to innovate and possibly branch into other growth areas in Connecticut such as digital media, allied health and biotechnology.

"We want to become the best technical high school system in the nation," she said. "And we're well on our way to achieving that goal."

► **'In partnership with the Connecticut Energy Efficiency and Connecticut Green Bank, our technical high schools developed the nation's first green construction learning laboratories.'**

Dr. Nivea Torres, Superintendent of the Connecticut Technical High School System (CTHSS)

## Q&A

# State recruits unemployed, others for manufacturing jobs

Q&A talks with Mark Ojakian, the president of the Connecticut State Colleges & Universities system, about the new advanced manufacturing program being offered through his system to meet an increasing demand for a changing workforce.

**Q:** The Connecticut State College and University (CSCU) system, in conjunction with the state Department of Labor (DOL), has announced the "advanced manufacturing" program. What is it and what are some of its goals?

A: In response to increasing demand for highly skilled jobs in Connecticut, seven of the CSCU community colleges offer certificate programs in advanced manufacturing (Asnuntuck, Housatonic, Manchester, Middlesex, Naugatuck Valley, Quinebaug Valley and Three Rivers Community Colleges). The remaining five colleges also offer individual advanced manufacturing courses, but not full certificate programs.

The curriculum was developed in collaboration with local employers such as Pratt & Whitney, Sikorsky, Electric Boat, etc., to make sure the skills learned matched the needs of available jobs. To drive awareness, CSCU launched the "Make It. Here" campaign, part of which includes the partnership with the DOL to reach the state's unemployed and underemployed residents. The partnership aims to walk residents through the enrollment process with one-on-one assistance.

The benefits of the program are:

- Completion of the program in less than 10 months (two semesters);
- Out-of-pocket tuition and fees as low as \$1,000 (with available scholarships, grants and financial aid);
- A 98 percent job placement rate for those who complete;
- Available paid internships for qualified students;
- Additional available funds for DOL recipients from Workforce Investment Boards and Training Adjustment Assistance funds for displaced workers.

The goal of the partnership is simple: To match CSCU graduates to the workforce needs our state has and will have in the future and in this case well-paying, in-demand jobs in Connecticut's

manufacturing companies.

**Q:** You're attempting to reach potential students not aware of this program at seven community colleges throughout the state. Is the thinking there would be higher enrollment if there was more one-on-one assistance available to get enrolled?

A: Yes, that is a part of it. Part of our core mission is to make public education accessible to anyone who wants it, and CSCU's primary objective is to educate Connecticut residents. In addition, manufacturing careers today are in high-demand, highly paid and secure. All of Connecticut's major manufacturing companies, and their "downstream" manufacturing suppliers, expect to grow significantly during the next 10 to 15 years based on new or renewed contracts.

One of the objectives behind the campaign is to inform potential students (of all ages) that good jobs are available, and CSCU advanced manufacturing programs can help people get started on a great career. Another objective is to let people know that manufacturing work today is very different from what it was a few decades ago. Manufacturing today is conducted in significantly more modern, cleaner and more automated environments, producing products for the aerospace, biomedical technology and maritime defense industries, among others.

A third objective is to let people know that these programs — due to the program length, the placement rate and the financial aid available to qualified students — are substantially more accessible to students all over the state.

**Q:** This program obviously exists because of a stated need. How many students do you need to have finish this program to make a dent in employment demand?

A: As indicated above, Connecticut's manufacturers are in great need of skilled workers to fill the



MARK OJAKIAN

President, Connecticut State Colleges & Universities system

Continued



THE LIST

Largest manufacturing companies in Greater Hartford

(Ranked by number of local employees as of July 2016)

Rank	Manufacturer	Local employees/ Total employees	Business description	Public or private	Top local executive	Year founded
1	<b>United Technologies Corp.</b> 1 Financial Plaza Hartford, CT 06103 860-728-7000; www.utc.com	15,000 197,000	Provider of products and services in the aerospace, elevator, fire, security, air conditioning, building-automation as well as heating and cooling industries	Public	Gregory J. Hayes President & CEO	1929
2	<b>Kaman Corp.</b> 1332 Blue Hills Ave. Bloomfield, CT 06002 860-243-7100; www.kaman.com	1,200 5,300	Manufacturer of aerospace parts and components and distributor of industrial products	Public	Neal J. Keating Chairman, president & CEO	1945
3	<b>3M Purification Inc.</b> 400 Research Parkway Meriden, CT 06450 203-237-5541; www.3M.com	700 DND	Designer and manufacturer of purification and filtration products; provider of health-information systems	Private	Wei Moline Vice president & general manager	1902
4	<b>Colt Defense Inc.</b> 545 New Park Ave. West Hartford, CT 06110 860-236-6311; www.colt.com	694 (1) 790	Designer, developer and manufacturer of firearms for military, personal-defense and recreational purposes	Private	Dennis Veilleux President & CEO	1855
5	<b>DST Customer Communications</b> 125 Ellington Road South Windsor, CT 06074 860-290-7000; www.dstcustomercommunications.com	672 2,350	Manufacturer of transactional documents	Private	Al Tebbetts Vice president of operations	1969
6	<b>Barnes Group Inc.</b> 123 Main St. Bristol, CT 06010 860-583-7070; www.bginc.com	510 4,700	International, industrial and aerospace manufacturer and service provider of products used in applications for transportation, manufacturing, health care and technology	Public	Patrick J. Dempsey President & CEO	1857
7	<b>TRUMPF Inc. (2)</b> 111 Hyde Road Farmington, CT 06032 860-255-6000; www.us.trumpf.com	500 1,000 (3)	Manufacturer of industrial lasers and fabricating machinery for processing sheet metal	Private	Peter Hoecklin President & CEO	1969
8	<b>Jacobs Vehicle Systems</b> 22 E. Dudley Town Road Bloomfield, CT 06002 860-243-1441; www.jacobsvehiclesystems.com	454 558	Producer of vehicle retarding and valve actuation technologies	Public	Sergio Sgarbi President	1961
9	<b>Henkel of America Inc. (4)</b> 1 Henkel Way Rocky Hill, CT 06067 860-571-5100; www.henkelnna.com	450 (5) 49,750	Manufacturer of consumer goods and industrial adhesives, sealants and surface treatments	Public	Jeffrey Piccolomini President	1876 (6)
10	<b>Connecticut Spring &amp; Stamping Corp.</b> 48 Spring Lane Farmington, CT 06032 860-677-1341; www.ctspring.com	425 428	Manufacturer of metal springs, progressive stampings, tooling, fine blanking, Swiss and CNC machining, four-slide parts and value-added assemblies	Private	Peter Youmans CEO	1940
11	<b>Zygo Corp. (7)</b> Laurel Brook Road Middlefield, CT 06455 860-347-8506; www.zygo.com	275 15,000 (8)	Supplier of optical-metrology instruments, precision optics and electro-optical design and manufacturing services	Public	Keith Kowalski, Vice president & business unit manager Rob Beeson, Vice president & general manager	1970
12	<b>Doosan Fuel Cell America Inc.</b> 195 Governor's Highway South Windsor, CT 06074 860-727-2200; www.doosanfuelcell.com	270 (5) 283	Designer, engineer and manufacturer of fuel cells for commercial and industrial applications	Private	Jeff Chung President & CEO	2014
13	<b>Corbin Russwin (9)</b> 225 Episcopal Road Berlin, CT 06037 860-225-7411; www.corbinrusswin.com	200 46,796 (10)	Provider of hardware and locks for mechanical and electro-mechanical doors	Public	Dave DeLacey General manager	1839

Source: Each manufacturer via survey. Notes: DND = Did not disclose. Alstom of Windsor sold all its energy concerns to General Electric in November 2015 and is now focused exclusively on its transport business. EDAC Technologies Corp. of Cheshire, Gerber Technology of Tolland and West Hartford's Legrand did not respond to the survey.  
(1) Employee figures as of May 31, 2016.  
(2) TRUMPF Inc. is the largest subsidiary of the TRUMPF Group based near Stuttgart, Germany.  
(3) North American employees.  
(4) North American affiliate of Henkel AG & Co. KGaA based in Germany.  
(5) Employee figures from 2015 survey.  
(6) Founding date for parent company.  
(7) A division of Pennsylvania-based Ametek Inc. since 2014.  
(8) Figure for Ametek Inc.  
(9) One of 20 brands represented by ASSA ABLOY Door Security Solutions, a North American operating unit of Sweden's ASSA ABLOY.  
(10) Worldwide.  
—Compiled by Stephanie R. Meagher.

To view the full list, please visit [HartfordBusiness.com](http://HartfordBusiness.com)

Q&A: Mark Ojakian

jobs they expect to have in the next two decades (as many as 15,000 to 20,000 jobs), so our success will be predicated on how many of these jobs we can help manufacturers fill during that period.

This year alone we have successfully graduated over 500 students, but that is just a drop in the bucket based on the number of

jobs needed. As such, campaigns like these will continue to be part of our statewide initiatives well into the future.

**Q. These programs train students for careers in aerospace, defense, biomedical technology and other manufacturing**

**fields. How did you identify these fields?**

A. The curriculum was designed in collaboration with industry partners, which includes representation from both large and small employers. This was done specifically to build a program that trains students to meet the specific needs of these employers and their suppliers.

Our current 10-month manufacturing programs provide our students with basic skills, enabling them to work for most manufacturers. When students advance or incumbent workers need additional training, our community colleges work directly with employers to provide that training.

Subscribe Today!



Connecticut by the numbers

www.ctbythenumbers.news



@CTnumbers

www.HartfordBusiness.com

EXPRESS STRATEGIES

ADVOCACY WRITING | CONTENT DEVELOPMENT | MEDIA RELATIONS  
CRISIS COMMUNICATIONS | PROJECT MANAGEMENT

860.729.3021  
info@express-strategies.com

www.express-strategies.com



# Quality Construction + Butler Manufacturing = Repeat Customers



Goodwill Brookfield | 2007 | 13,050 sq. ft.



Goodwill Westport  
2011 | 9,960 sq. ft.



Goodwill Torrington  
2002 | 14,690 sq. ft.

Contact us at 1-855-BUILD-86 or visit us on the web.



ENGINEERS • DESIGNERS • CONTRACTORS

[www.borghesibuilding.com](http://www.borghesibuilding.com)

©2011 BlueScope Buildings North America, Inc. All rights reserved. Butler Manufacturing™ is a division of BlueScope Buildings North America, Inc.

2155 East Main Street • Torrington, Connecticut 06790



## A HEALTHIER BOTTOM LINE

Your employee's health is valuable. But so is time on-the-clock, so AFC works hard to protect both. That's why we're open every day of the week with extended hours. And we're always in, always ready to serve our patients, so there is never a need for an appointment.

To evaluate your Occupational Health needs, please email [kmakati@afcurgentcare.com](mailto:kmakati@afcurgentcare.com) or call 860.338.3035

In the Boulevard Shopping Center  
1030 Boulevard, West Hartford, CT 06119  
860.986.6440

Coming August 2016 to 135 East Main St., New Britain



**URGENT CARE**  
american family care®

[AFCUrgentCareWestHartford.com](http://AFCUrgentCareWestHartford.com)



URGENT CARE



X-RAY SERVICES ON-SITE



LAB SERVICES ON-SITE



VACCINATIONS & PHYSICALS



DRUG/ALCOHOL TESTING



OCCUPATIONAL MEDICINE



SHORT WAIT TIMES



MOST INSURANCE PLANS ACCEPTED

## Get local breaking business news daily!



HARTFORD BUSINESS JOURNAL  
HBJToday and



It's the up-to-date information  
you need to do better business!

Sign up today at [HartfordBusiness.com](http://HartfordBusiness.com):  
Click on the 'SUBSCRIBE' button

From Central Connecticut's  
trusted business news source.

HARTFORD BUSINESS JOURNAL

## DEAL WATCH



Aerial view of Town Square Plaza, 600 N. Colony Road, Wallingford.

## Wallingford's Tower Square Plaza sells for \$2.1M

Wallingford's Tower Square Plaza sold recently for \$2.1 million, brokers say.

The 22,160-square-foot shopping center at 600 N. Colony Road/Route 5 is home to a number of retail tenants, among them Enterprise Rent-a-car, Panda Garden, Domino's, and the newly opened restaurant Brew and Steak Kings.

O,R&L Commercial represented both the seller, 600 North Colony Road Associates, and buyer JMM Associates.

### \$9.72M for Hartford area apts.

Five Hartford area multifamily apartment communities have found new owners in recent weeks, according to Shelton commercial broker Northeast Private Client Group.

In Hartford, Meriden affordable-housing landlord The Carabetta Cos. sold an 85-unit apartment property at 131 Brook St. to Connecticut multifamily landlord Navarino Capital management for \$3.5 million.

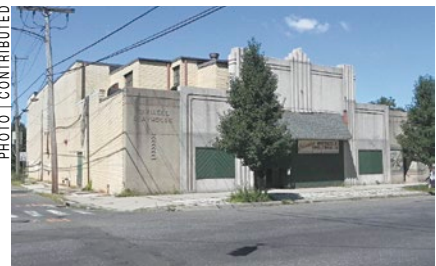
In West Hartford, investor Harvest Properties sold a 19-unit apartment building at 144 Oakwood Ave., to Great Victory Properties LLC for \$1.66 million.

In New Britain, investor John Arruda paid Florida seller Green New Britain LLC \$1.3 million for a 19-unit portfolio at 123 & 131 Green St.

In Stafford Springs, Center Street Apts LLC sold a 20-unit property at 28-34 Center St. to Stafford Springs Apartments LLC for \$1.06 million.

In Wallingford, Stafford Springs Apartments LLC paid \$3.5 million for a 37-unit multifamily portfolio located at 286 South Elm and 24 Parsons from the Estate of Anthony Papa.

### Ex-Hamden theater sold

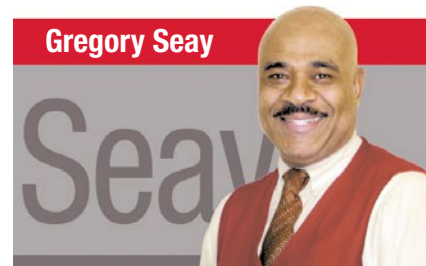


820-830 Dixwell Ave., Hamden.

A Hamden industrial building that once housed the Dixwell Playhouse Theatre has sold for \$150,000, brokers say.

Oliverio Family Trust sold the 20,264-square-foot building on 0.8 acres at 820-830 Dixwell Ave. The sale also

Gregory Seay



included a 1,558-square-foot automotive garage on Cherry Ann Street.

Colonial Properties Inc. was the seller's broker.

### 3 Cheshire condos sold

Four Cheshire office condominium units have sold recently in separate transactions, brokers say.

James Grenon, of Alexander & Grenon Chiropractic Center, acquired two units at 420 S. Main St., totaling 2,500 square feet, for a combined \$255,000, according to exclusive Rocky Hill broker O,R&L Commercial. 420 South Main Street LLC was the seller.

In Waverly Professional Park, 345 Highland Ave., engineer Rifat H. Saleh, of RHS Consulting & Design LLC, purchased second-floor condo units 201 (1,212 square feet) and 202 (1,265 square feet) for a combined \$200,000. O,R&L represented seller 345 Highland Ave. LLC; Realty Network LLC was Saleh's broker.

### Newington sites available

A pair of Newington commercial sites are available for lease or development, the listing broker says.

At 85 Pane Road, intersecting the Berlin Turnpike/Route 5-15, a ground lease is offered on a 2-acre pad site large enough for a "big box" retail development, according to Reno Properties Group. The site bears a minimum \$100,000 annual ground lease.

The site is in the shadow of Stew Leonard's and Sam's Wholesale Club.

At 50 Rockwell Road, 14,600 square feet — or nearly half the 36,000 square feet of the flex warehouse-distribution facility — is on the market at \$6.50 a square foot triple-net, Reno Properties said.

The facility has 22-foot clear ceiling heights; two docks; one drive-in door; and ample parking.

Deal Watch wants to hear from you. E-mail it, along with contact information to: [gseay@HartfordBusiness.com](mailto:gseay@HartfordBusiness.com). Gregory Seay is the Hartford Business Journal News Editor.



# Know Someone Who Deserves Recognition for Being a Business Leader?

*Nominate them today for the chance to  
be recognized with this special award.*

HARTFORD BUSINESS JOURNAL

## Lifetime Achievement AWARDS 2016



Through the Lifetime Achievement Awards, we seek to identify business leaders from private or public companies whose long-term active engagement in our business community have had significant positive economic impact locally and will teach future generations by example.

### Last Chance! Nominations Close: July 22, 2016

To nominate or for more info, visit: [HartfordBusiness.com](http://HartfordBusiness.com)  
and Click on the “Our Events” tab



**Special Publication Date: September 19, 2016**

**AWARDS RECOGNITION EVENT:  
November 2, 2016**

PRESENTED BY: **HARTFORD BUSINESS JOURNAL**

EVENT SPONSOR: **the pita group** | MARKETING  
INTERACTIVE  
PRODUCTIONS

EVENT PARTNERS: *The Bond Ballroom*

**LOCAL STAGE  
PRODUCTIONS**

**THE Perfect  
PROMOTION**



Largest defense contracts in Connecticut

(Ranked by dollars obligated in 2015)

Rank	Vendor	\$ Obligated	Contracting agency	Date signed	Product/service description	Vendor contact
1	Electric Boat Corp. (1) 75 Eastern Point Road Groton 06340 860-433-3000; www.gdeb.com	\$3,741,548,790	Navy	Jan. 27, 2015	Combat ships and landing vessels	Jeffrey S. Geiger President
2	Sikorsky, A Lockheed Martin Company (2) 6900 Main St. Stratford 06615 800-946-4337; www.sikorsky.com	\$833,339,080	Army	Nov. 30, 2015	Aircraft, rotary wing	Robert Leduc President
3	Sikorsky, A Lockheed Martin Company (2) 6900 Main St. Stratford 06615 800-946-4337; www.sikorsky.com	\$354,156,878	Army	Dec. 7, 2015	Aircraft, rotary wing	Robert Leduc President
4	Sikorsky, A Lockheed Martin Company (2) 6900 Main St. Stratford 06615 800-946-4337; www.sikorsky.com	\$241,701,155	Army	March 2, 2015	Aircraft, rotary wing	Robert Leduc President
5	United Technologies Corp. 10 Farm Springs Road Farmington 06032 860-728-7000; www.utc.com	\$237,915,769	Navy	Sept. 4, 2015	Gas turbines and jet engines, aircraft, prime moving and components	Gregory J. Hayes President & CEO

Source: Federal Procurement Data System, www.fpds.gov. Notes: A single contract can comprise multiple contract actions; however, each action involves discrete dollars. Only definitive contracts are included. (1) Subsidiary of General Dynamics Corp. (2) On Nov. 6, 2015, Lockheed Martin acquired Sikorsky Aircraft from Farmington-based United Technologies Corp. for \$9 billion. Sikorsky will remain headquartered in Stratford. —Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com

from page 1

Consolidation trend continues

The rest of the equity in the two companies is owned by Eastern Connecticut Health Network, whose pending for-profit acquirer, Prospect Medical Holdings, has received regulatory permission to absorb those stakes.

It doesn't appear that Hartford HealthCare or St. FrancisCare intend to stay in business together for the long term, but the joint ventures underscore the complex, even confusing nature of the industry deal making that has ensued over the years, as health systems have aggressively added new pieces in search of greater size and scope.

"It creates an awkward situation, so we're going to just try to make sense of it," said Trinity Health-New England CEO Christopher M. Dadlez. "We're working through [it]."

Trinity says it intends to sell its stake in Tolland Imaging Center, though it couldn't say when that might happen. Meanwhile, Trinity said its understanding is that it would control NRRON's Enfield location while Prospect, once its acquisition is complete, would control the Manchester facility.

"Hartford Hospital owns 25 percent of NRRON, so we're not sure if they'll divest or if they'll continue to own a piece of the Manchester site," said St. Francis spokeswoman Fiona Phelan.

Hartford HealthCare spokesman Shawn Mawhiney didn't disclose the system's exact plans for its stakes in the two side businesses, but he didn't rule out any possibilities.

"As new healthcare ownerships and affiliations occur, we examine the status of our existing partnerships on a case-by-case basis," Mawhiney said. "Meeting community need is our top priority, and in today's complex healthcare world that can mean changing existing arrangements — or participating in alliances that would not have been possible just a short while ago."

In a written statement, California-based Prospect Medical Holdings declined to comment on both facilities because they don't own them yet. The company said it hopes to close its ECHN purchase later this summer.

In the grand scheme of things, Tolland Imaging and NRRON wouldn't make much of a dent in either competitor's overall business. The jointly owned companies are projected to bring in combined revenue of \$8.4 million for fiscal year 2017. Hartford HealthCare recorded \$2.2 billion in net patient revenue in its most recent fiscal year. Meanwhile, the newly formed Trinity, which also includes Springfield-based Sisters of Providence and their Mercy Hospital along with St. Francis Hospital and Medical Center and Johnson Memorial, anticipates revenue of \$1.7 billion, assuming its pending acquisition of Waterbury's St. Mary's Hospital is approved this summer, Dadlez said.

**A new system**

Dadlez, formerly CEO of St. Francis, is now overseeing a new regional system that's set to have five licensed hospitals, several hundred ambulatory centers and more than 12,000 full-time employees.

There may be more pieces to add, though Dadlez didn't reveal any potential targets in a recent interview. Already, Trinity has acquired, through Sisters of Providence, a 600-employee medical group in Springfield, Mass., which could signal the kinds of deals Dadlez and his team would consider in Connecticut.

Trinity Health-New England is a significant new system in Connecticut and Western Massachusetts. Its formation will add about 10 percent in revenues to its parent company, Trinity Health. The Michigan-based Catholic hospital operator calls its regional health systems "regional ministries," and its New England outpost is set to be among its largest yet.

Trinity Health-New England is solidifying itself just as several other deals are being done around the state: Prospect recently received preliminary approval to acquire ECHN and Waterbury Hospital; Yale has applied to acquire New London's Lawrence + Memorial Hospital; and Charlotte Hungerford Hospital in Torrington expressed interest in February to affiliate with Hartford HealthCare.

While the deals involve both for-profit and nonprofit providers, Dadlez said some of the reasons such consolidation is happening in Connecticut and across the country overlap: cheaper access to capital, eliminating duplicate functions, and building up large bases of patients to help spread financial risk increasingly included in insurance contracts.

He dismisses the notion that hospital consolidation is about gaining leverage over insurers.

"There may be some large regional [hospital] players, but the insurance industry has way more leverage than the hospitals will ever have," he said.

He said changing the delivery system is the biggest focus for Trinity Health-New England.

Risk-based contracts with insurers pay according to certain metrics being met related to costs and health outcomes. Those contracts are being pushed by Medicare and commercial payers alike.

Dadlez said St. Francis' management concluded five years ago that it wouldn't be able to compete with Hartford HealthCare or Yale New Haven Health System in that new environment unless it could add more patients and upgrade its infrastructure to move towards population health management and away from fee for service.

"Bigger isn't necessarily better, but you have to have some scale to be effective," Dadlez said.

He estimates that the majority of Trinity Health-New England's insurance contracts will contain both upside and downside risk within several years. The system is just starting to delve into downside risk, which means it will bet some of its own money that it can hit financial and health metrics. It's a risk St. Francis may not have been eager to take when it was on its own, he said.

That march towards a population health system, advocates hope, will lower or slow the growth of healthcare costs. Does Dadlez believe it? "If it's done right and for the right reasons it should be better," he said.

If costs are lowered, Dadlez said the savings would go into the health system and towards lowering patient bills.

"In order to keep innovating ... you have to have enough money to reinvest in your own organization," Dadlez said.

One planned capital expenditure in the next several years is the installation of an Epic electronic medical record system at Sisters of Providence and St. Mary's. Johnson Memorial went live with the system in January, and St. Francis already has it.

Using one system will allow the hospitals to share records and data, boosting population health efforts, Dadlez said.

"If you really want to do real accountable care and risk contracting, you can't be on paper," he said. "You all have to be on a common information system."

**Cost cutting**

In an effort to trim spending, Trinity recently offered nearly 300 employees an early retirement incentive. Nearly one-third applied for it. The retirements are expected to happen later this year.

Dadlez said the offering could result in ongoing annual savings of as much as \$5 million for the system.

"We need to slim down our operations," he said. "We need to be efficient."

Dadlez said he was happy to be able to offer a retirement incentive rather than issue pink slips.

In May, St. Francis settled a lawsuit that alleged it had underfunded its employee pension fund. The settlement requires St. Francis to make an immediate payment of \$17 million and then \$10 million per year for the next nine years.

Dadlez said the early retirement incentives were not related to the legal settlement. He said St. Francis had already been contributing \$9 million per year to the pension fund, so while the net impact in the first year is larger, the net annual increase for the next nine years will be \$1 million, which Dadlez called immaterial to the hospital. ■



EVER WONDER  
**WHERE THE PEOPLE  
WITH ALL THE ANSWERS,**  
GET ALL THE ANSWERS?

**Ask  
Marcum**



**MARCUM**  
ACCOUNTANTS ▲ ADVISORS  
[marcumllp.com/hbj](http://marcumllp.com/hbj)

**ywca**  
hartford region



**United Techn**



*YWCA's In the Company of Women luncheon is one of the largest events for women in Connecticut and Jen has become our first choice for the event's photographer. She does an amazing job capturing every aspect of the event, not to mention the photos are stunning!*

**J. Fiereck**  
PHOTOGRAPHY

DEBORAH ULLMAN, CEO  
YWCA HARTFORD REGION

[jfriereckforbusiness.com](http://jfriereckforbusiness.com)

EXECUTIVE PORTRAITS · EVENTS · BRANDING



Independent Outdoor erected and activated one of its newest Connecticut electronic billboards along I-84 in Waterbury.



PHOTOS | CONTRIBUTED

from page 1

# Coming: Billboards that can 'see'

Independent Outdoor President David Gannon and his private company's sales chief, Eric Lambert, both outdoor-ad industry veterans, say the 33 digital boards IO has posted from Connecticut into Massachusetts offer more and varied opportunities for clients' advertising "impressions" on consumers than traditional "static" billboards.

Louisiana-based Lamar Advertising Co. accounts for about 1,000 of Connecticut's billboards — mostly in Greater Hartford and Greater New Haven — of which 20 are digital, including two that went live in early June, said Steve Hebert, Lamar's Connecticut vice president/general manager based in Hartford.

The nearly infinite ways digital billboards can be programmed to showcase ads with almost high-definition-like color and clarity, with ads rotating every eight to 10 seconds, will keep them outdoor-media darlings for the foreseeable future, Hebert and others say.

"It's the technology in the fact that we can upload the ad content directly via the Internet," Hebert said. "And the client can change the ad copy as often as they want."

Lamar will install two new electronic boards in the Hartford area before yearend, he said. Hebert and other outdoor-media executives hesitate to share board counts and ad rates — citing what they claim is the highly competitive nature of their business.

Rates vary widely, industry experts say, depending on the specific location of a board next to a highly traveled freeway, where billboard-ad rates tend to be highest, or along a quiet main road.

In Independent Outdoor's case, New Britain is home to five of its digital boards. Two of its newest are on I-84 at the Farmington town line, near the UConn Health. The other is along Route 9, at the Stanley Street exit.

"We look for premium sites," said Gannon. "Great visibility. No obstructions. And

heavy traffic."

Competition, too, is often heavy for the most coveted roadside sites, Gannon said. Also, the long-term lease contracts between billboard vendors and landowners are rarely broken or come up for renewal.

Ex-New Britain Mayor Tim Stewart, now president of the Greater New Britain Chamber of Commerce, said IO's plan to build or convert several billboards to digital drew some opposition. However, in the end, many communities welcome billboards because they generate personal property taxes, yet they "don't generate trash and don't put kids in schools," said the father of sitting New Britain Mayor Erin Stewart.

"They're unbelievable as long as they're not in a place that's distracting to motorists," he said.

Independent Outdoor, along with Lamar and West Haven-based Barrett Outdoor Communications are Connecticut's largest billboard owners-operators, officials say. Outfront Media, formerly CBS Outdoor, also has a presence.

Barrett, too, has three New Britain billboards along I-84, one of which went digital a few months ago, Stewart said. Barrett didn't respond to a request for comment.

## Growing appeal

The low rate of sign turnover means just a small percentage of Connecticut's billboards are digital. Over time, however, digital boards will expand as advertisers' demand for them rises and the cost of the technology shrinks, operators say.

Independent Outdoor sources its digital boards through an Arizona maker, Gannon said. It hires a contractor to assemble dozens of modules containing colorful light-emitting diodes (LEDs) into an ad-display board typically with the largest displacement, 48 feet wide by 14 feet high (other standard sizes are 25 x 11; and 11 x 5). The modules are easily replaced if they fail, officials said.



Lamar Advertising's digital board on I-91 in Hartford, north of the Colt Building.

Construction takes about five days, Lambert said, including pouring and setting the concrete that anchors the sign's hefty steel base and framing.

Each sign's electronic "brain" is equipped with software into which Independent Outdoor can upload the rotating circuit of ad text and images. The signs also log how many times in a 24-hour period each ad is displayed. With a display time ranging from eight to 10 seconds, a digital billboard can show ads more than 1,400 times in a day, Lambert said. Its digital boards are programmed to dim at night.

Moreover, the ability of digital boards to interact with, and display, "dynamic content" boosts their appeal, Gannon said. Often, the time between an advertiser contracting to "buy" display time on a digital billboard and when it actually appears, takes anywhere from minutes to a few hours, with the click of a computer mouse transmitting the coded ad message to the billboard vendor, who transmits it directly to the sign's microprocessor.

## Unique displays

The technology also allows for some creative billboards.

Connecticut radio station 104.1 FM recently used an Independent Outdoor digital board

to give passing motorists the title and artist of its aired songs in real time, inviting them to tune in immediately.

The upcoming annual Travelers Championship will rely on the billboard vendor's signs along I-84, I-91 and I-95 to provide real-time leader-board standings, while urging motorists to either visit the course or watch the match on TV.

The boards also deliver "digital countdowns" for sales events or other promotions, Lambert said. Indeed, new avenues for vendors and clients to interact seem to almost crop up daily.

Lambert said industry demos are underway in which a digital billboard "sees" the in-grill logo for an approaching vehicle and responds in nanoseconds by cueing a rival carmaker's billboard ad for one of its models. They can also be used to display the names and/or images of contest winners in real time.

"It seems like all the time they come out with new stuff for us," he said. "There's so many creative things you can do with digital. That's what's driving it."

Traditional boards, by contrast, are set up pretty much the way they have been for generations. The first leased U.S. billboards appeared in 1867, according to the Outdoor Advertising Association of America Inc., a trade group.

Originally, outdoor ads were either printed or painted onto wood- or metal-framed bulletin boards. As time went on, the styling and printing materials for those message boards have slowly evolved to the point that most are nothing more than machine-made vinyls onto which messages have been printed.

Even traditional boards are getting high-tech treatment, growing ever bigger and featuring three-dimensional display art. Earlier this year, East Hartford's Out Of Home America | Wilkins Media participated in setting up a novel billboard ad for Toyota's RAV-4 SUV in New York's Times Square that featured a climbing wall used by real climbers. ■





Who are the best business-to-business companies in Greater Hartford?

WE WANT TO KNOW!

VOTE NOW!

**Vote for the area's top B2B companies!** The Hartford Business Journal wants to know and is asking you to vote on the region's best B2B companies in our first Best of Business competition. We're conducting an Online Reader's Poll where you can vote for companies in over 90 categories!

The winners will be unveiled in the October 31st, 2016 issue of the Hartford Business Journal in print and online and honored at a special networking reception on November 17th, 2016 at the Hartford Yard Goats Club.

#### WIN DINNER FOR TWO!

Complete the survey and you may be one of two randomly chosen winners to receive dinner at either 'Best New Restaurant' or the 'Best Overall Restaurant'

Go to  
[www.HartfordBusiness.com/bobpoll](http://www.HartfordBusiness.com/bobpoll)  
to place your votes today!

Polls Close: August 31st

HARTFORD BUSINESS JOURNAL

Delivering Business. In Print. Online. In Person.  
[www.HartfordBusiness.com](http://www.HartfordBusiness.com)

Presenting Sponsor:

COMCAST  
BUSINESS

Event Sponsor:

EXPRESS  
STRATEGIES

Event Partners:

LOCAL STAGE  
PRODUCTIONS

THE Perfect  
PROMOTION

Hartford Yard Goats

## Vote today in the following categories!

### Business Support Services

Advertising Agency  
Architectural Firm  
Commercial Moving Company  
Data Archive Company  
Energy Company  
Engineering Firm  
IT Services Company  
Insurance Agency  
Internet Services Provider  
Logistics Provider  
Mobile Phone Service Provider  
Office Furniture Company  
Printing Company  
Public Relations Firm  
Signage Company  
Telecommunications Provider  
Video Production Company  
Video Services Provider  
Web Design Company

### Legal

Business Law Firm  
Law Firm  
Labor & Employment Firm  
Litigation Firm

### Meetings & Events

Attraction for Visitors  
Audio/Visual Production Company  
Business Meeting Venue  
Caterer for Corporate Event  
Corporate Event Venue  
Country Club  
Employee Outing Venue  
Nonprofit Fundraiser  
Private Golf Course  
Public Golf Course  
Promotional Products Company  
Sports & Entertainment Venue

### Education

Continuing Education Program  
MBA Program

### Personal Perks

Fitness Facility  
Hotel  
Jeweler  
Limousine Company  
Luxury Auto Dealer  
Mall/Shopping Center  
Men's Business Clothier  
Men's Shoe Store  
Private Flight Service  
Spa/Salon  
Women's Business Clothier  
Women's Shoe Store

### Financial

Accounting Firm  
Bank for Business  
Business Lender  
Commercial Mortgage Lender  
Commercial Credit Union  
Financial Planning Services  
Private Wealth Management Company

### Food & Beverage

After Hours Cocktails  
Business Bar  
Happy Hour  
Hotel Dining  
New Restaurant  
Outdoor Dining  
Overall Restaurant  
Power Breakfast  
Power Lunch  
Restaurant for Entertaining Clients  
Wine List

### Real Estate

Commercial Developer  
Commercial Interior Design Firm  
Commercial Landscape Company  
Commercial Real Estate Brokerage  
Electrical Contractor  
General Contractor  
Office Cleaning Company  
Office Remodeler  
Plumber/HVAC Contractor  
Retirement Community  
Roofing Company  
Waste Management

### Healthcare

Cardiac Practice  
Dermatology Practice  
Dental Practice  
Hospital/Medical Center  
Oncology Practice  
Orthopedic & Sports Medicine  
Physical Therapy Practice  
Practice

### Workforce

Executive Coaching Firm  
Executive Search Firm  
Employment Staffing Agency  
Employee Benefits Company  
Health Insurance Provider



## MOVERS & SHAKERS



Dr. Duarte G. Machado



Michael Colianna



Melissa Kiamie



Julia Rosenfield



Jess Rubin



Colleen A. Thompson



Christopher Delpha



Susan L. Lane

### Hartford HealthCare Medical Group adds doctor

**Dr. Duarte G. Machado** has joined Hartford HealthCare Medical Group in Vernon, with training that includes a focus on movement disorders. He will be co-director at the Hartford HealthCare Neuroscience Institute's Movement Disorders Center.

Machado is board certified in neurology. He helped

begin and continues to serve as the medical director of the Connecticut Chapter of the International Essential Tremor Foundation. Most recently he was one of the lead neurologists at the Movement Disorders Division of Yale New Haven Hospital.

### Cronin and Co. adds four to team

Glastonbury marketing communications agency

Cronin and Co. LLC has hired four new employees: **Michael Colianna, Melissa Kiamie, Julia Rosenfield** and **Jess Rubin**.

Colianna joined the agency's interactive team as a web developer. He previously worked for Drink-Caffeine in Madison.

Kiamie joined the public relations team as an account coordinator. She previously worked at Cronin and Co. as a public relations intern.

Rosenfield joined the account service team as a management supervisor. She previously worked at The Hartford.

Rubin joined the agency's account service team as an assistant account executive. She previously worked for CBRE-New England.

### QU announces promotion to assistant dean for student services in School of Health Sciences

Quinnipiac University has promoted **Colleen A. Thompson** to assistant dean for student services in the School of Health Sciences.

Thompson will oversee academic advising within the School of Health Sciences and manage faculty advising assignments; work with students studying abroad, and advise transfer students and evaluate their credits; assist with events designed to get information about the school to prospective students and parents; and continue teaching at least one course each semester.

Thompson joined Quinnipiac in 2013 as director of advising and student success in the School of Health Sciences and is a registered dietitian.

### Hoffman Auto Group promotes pair of directors

Hoffman Auto Group has promoted **Christopher Delpha** to director of marketing and business development and **Susan L. Lane** to director of public relations and community engagement.

Delpha's expanded role at Hoffman includes managing all aspects of organizational digital and traditional marketing, brand-building awareness and business development. He also oversees the customer relationship management system for the auto group.

Delpha joined Hoffman in 2005 as a business development specialist and has held several other roles, most recently brand marketing and digital development manager.

Lane's expanded responsibilities will include developing and executing strategies that create and uphold a positive public image of the Hoffman Auto Group.

She joined Hoffman in 2012 as a sales associate for Hoffman Honda and rose to other roles within the company, most recently as manager of corporate reputation and community outreach.

### Advertising Club CT announces new slate of officers and directors

The Advertising Club of CT, now known as Ad Club | CT 2.0, has announced new officers and directors for the year beginning July 1.

New officers are: president, **Bernadette Grecki**, communications consultant; past president, **Gary DeCavage**, CT Shirt Man; vice president, **Nick Koutsopoulos**, Mason Inc.; secretary, **Jess Glynn**, Avid Marketing Group; treasurer, **Ron Perine**, Mintz & Hoke; executive director, **Kathleen Lilley**, Value Added Marketing Group; and membership chair, **Charmaine Seavy**, CV Media.

New directors are: **Pedro Bermudez**, Revisionist Films; **Patrick Dugan**, Adams & Knight; **Kay Page**, Greaser, Large & Page; **Wayne Raicik**, Cronin and Co.; **Grant Sanders**, Mintz & Hoke; **Jon Selame**, OOHA/Wilkins; and **Alexandra Szafranski**, Mason Inc.

## Set new limits. Better yet, erase them.

Health care is about what's possible. And few health care systems can offer you as much groundbreaking science, world-renowned talent and advanced resources as Yale New Haven Health – with three leading hospitals and thousands of community physicians and skilled specialists at the forefront of every aspect of medicine. The promise of health care is to make life more rewarding. No other health care system can fulfill that promise better than Yale New Haven Health.

[yalenewhavenhealth.org](http://yalenewhavenhealth.org)

Yale  
NewHaven  
Health

Bridgeport Hospital  
Greenwich Hospital  
Yale New Haven Hospital  
Northeast Medical Group







**Some things will never go out of style.**  
Join us in celebrating 20 years of young entrepreneurs.

HARTFORD BUSINESS JOURNAL  
**40**under  
forty  
**20th**  
ANNIVERSARY  
1997-2016

## SAVE THE DATE!

### 'BLACK TIE & BLUE JEANS' PARTY

WEDNESDAY, SEPTEMBER 14TH, 2016  
CT CONVENTION CENTER | HARTFORD

**TICKETS:** Individual and Table Pricing Available — *see website for details*

For tickets, contact Amy Orsini at [aorsini@HartfordBusiness.com](mailto:aorsini@HartfordBusiness.com) or  
860-236-9998 ext. 134 or go to [HartfordBusiness.com](http://HartfordBusiness.com) and click on "our Events"



#HBJ40U40

Presented By:

**HARTFORD BUSINESS JOURNAL**

In Association With:

**HYPE**  
HARTFORD YOUNG  
PROFESSIONALS  
& ENTREPRENEURS

In Partnership With:



Presenting Sponsors:

**COMCAST  
BUSINESS**



Event Sponsors:



**LUX BOND & GREEN**  
JEWELERS SINCE 1898

**UConn**  
SCHOOL OF BUSINESS

Event Partners:





# NOMINATE YOUR FAMILY BUSINESS, OR A FAMILY BUSINESS YOU KNOW, TODAY!



Family businesses are an integral part of the social and business fabric of our state. These awards recognize outstanding achievements in family-owned businesses and tell the story of a select group of the region's most successful firms.

## CATEGORIES:

- Full Time Employees less than 25
- Full Time Employees 25-75
- Full Time Employees 76-199
- Full Time Employees 200+

NOMINATE AT:

**HARTFORDBUSINESS.COM/FAMILYBUSINESS**



**Nomination deadline:**  
August 13, 2016

**Issue date:**  
October 17, 2016

Contact Amy Orsini at  
860.236.9998 ext. 134  
or email [aorsini@HartfordBusiness.com](mailto:aorsini@HartfordBusiness.com)  
for any questions and link to nomination form.



**GET RECOGNIZED IN 2016 WITH THIS  
SPECIAL ISSUE AND AWARDS EVENT**

Presented By:

**HARTFORD BUSINESS JOURNAL**

Event Sponsors:



Event Partners:



## NONPROFIT NOTEBOOK

### NONPROFIT PROFILE

#### CRIS Radio

315 Windsor Ave., Windsor | [www.CRISRADIO.org](http://www.CRISRADIO.org)

#### MISSION

To provide news and other information to people who are blind or print handicapped.

#### TOP EXECUTIVE

**Diane Weaver Dunne**, Executive Director

#### SERVICES

Radio reading service.

#### FY 2015 SUMMARY

	2014	2015
Total Employees	7	7
Total Assets	\$1,038,036	\$1,065,820
Total Liabilities	\$22,272	\$23,024

#### REVENUES

Contributions & Grants	\$454,776	\$510,057
Program Service Revenue	\$11,891	\$5,557
Investment Income	\$2,923	\$1,663
Other	\$18,428	\$25,999
<b>TOTAL</b>	<b>\$488,018</b>	<b>\$543,276</b>

#### EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$300,853	\$319,685
Fundraising Fees	\$0	\$0
Other	\$179,646	\$196,559
<b>TOTAL</b>	<b>\$480,499</b>	<b>\$516,244</b>
<b>MARGIN</b>	<b>\$7,519</b>	<b>\$27,032</b>

#### TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
<b>Diane Weaver Dunne</b> , Executive Director	\$83,487	\$85,599

SOURCE: GUIDESTAR IRS 990 TAX FORM



**Enterprise Fleet Management** recently presented a **\$1,500** donation to **Community Mental Health Affiliates**.

The gift from the Enterprise Holdings Foundation benefited CMHA's 2016 Run for Recovery at Central Connecticut State University in June.

Pictured (from left) are: Felicia Karenstein, Enterprise Fleet Management; and Mary Gihuly, Community Mental Health Affiliates.

**Connecticut Humanities** has announced that nine nonprofit organizations will share more than **\$34,500** in grant money to support humanities-based programming.

Each month, Connecticut Humanities distributes money, allocated by the Connecticut General Assembly, through a competitive, merit-based application process.

**Berkshire Bank** has selected 30 high school seniors to receive a total of **\$45,000** in scholarships through its **Berkshire Bank Foundation Scholarship Awards Program**. Each of the recipients will receive \$1,500.

This year's Connecticut recipients are Tonya Gray of the Hartford Culinary Arts Academy, and Anna Waldzinska of Newington High School.

**The Hartford Foundation for Public Giving** has created a **\$1 million** grant program to assist qualifying nonprofits affected by unexpected losses in state aid.

The foundation is working with area nonprofits to determine the impact of potential cutbacks and how the foundation can assist. Additionally, for long-term effectiveness, the foundation is providing capacity building and sustaining strategies to help nonprofits address the changing funding environment in a sustainable way.

The foundation said in announcing the emergency grant, which comes from its general grant making budget, that the state's estimated deficit of nearly \$3 billion over the next two years and serious local deficits drove the need to assess the impact on the 29 communities it serves.

All applicants will go through the same process the foundation uses for its regular grants but those agencies that have been impacted by unexpected losses—particularly in areas of critical human needs can qualify for these funds.

For information on whether your nonprofit qualifies for transitional support during this fiscal crisis, or to participate in the capacity building supports please contact Erika Frank: 860.548.1888 ext. 1057 or [EFrank@hfp.org](mailto:EFrank@hfp.org).





## SBT Bancorp Inc.

86 Hopmeadow St., Simsbury, CT 06089 | [www.simsburybank.com](http://www.simsburybank.com)

SBT Bancorp Inc. is the holding company for the Simsbury Bank & Trust Co. Inc., a community lender that provides various banking and investment services to individual consumers and small businesses in Connecticut.

**Martin J. Geitz**, CEO/president

### FACT BOX

**Industry:** Community bank

**1Q 2016 Revenue:** \$3.9M

**1Q 2016 Net Income:** \$206,000

**Quarterly Profit Change:** \$(137,000)

**Cash:** \$12.6M

**Employees:** 89

**Competitors:** Farmington Bank  
Webster Financial Corp.  
United Bank

### TOP INSTITUTIONAL/MUTUAL FUND INVESTORS

Holder	Shares	% Stake
Banc Funds Company LLC	104,718	7.7
John Hancock Regional Bank Fund	50,531	3.71
John Hancock Financial Opportunities Fund	37,879	2.78



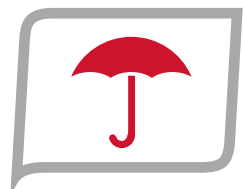
### STOCK WATCH (as of noon July 14)

<b>Ticker Symbol:</b> SBTB	<b>Stock Price:</b> \$19.50	<b>Market Cap:</b> \$26.5M
<b>52 Week Range Price:</b> \$19.05-\$24.50		<b>Outstanding Shares:</b> 1.36M

### CORPORATE SUITE

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
<b>Martin J. Geitz</b>	President/CEO	\$285,992	\$33,000	\$69,938	\$0	\$529,299
<b>Richard J. Sudol</b>	SVP/CFO	\$182,308	\$30,000	\$26,361	\$0	\$246,480
<b>Gary W. Burdick</b>	SVP	\$150,932	\$24,000	\$20,982	\$0	\$219,610

**NEW DATE AUGUST 1-7**



**TRAVELERS**  
CHAMPIONSHIP

**GREAT GOLF**  
**AND SO MUCH MORE!**



**METRO HARTFORD**  
**ALLIANCE**  
**FAN ZONE**

**BUY TICKETS NOW!**

Advance Tickets are \$37

Kids 15 and under receive FREE general admission!

**[TravelersChampionship.com](http://TravelersChampionship.com)**





EDITORIAL

# State employee move is blessing, curse for Hartford

**D**owntown Hartford is getting a shot in the arm as hundreds of state employees begin to move into one of the center-city's largest office towers — 450 Columbus Blvd., formerly known as Connecticut River Plaza — which has stood vacant for several years after its largest tenant, UnitedHealthcare, moved to CityPlace I in 2010.

The state's decision to buy the building in 2013, however, represents both a blessing and curse to the Capital City.

First, the good news: The state's purchase of 450 Columbus (along with 55 Farmington Ave., formerly owned by The Hartford, which the state bought around the same time in 2013) has helped push down the stubbornly high vacancy rate of the city's prime Class A office buildings, which typically firms up area rents and boosts the values of surrounding properties.

No doubt in recent years investor interest in Hartford has increased, especially as nearby larger markets like Boston and New York have become overheated, leading to a spat of office sales that has improved the overall health of the city's commercial real estate market, which had been sluggish in the wake of the Great Recession.

Just as important, the state's purchase of 450 Columbus is bringing more feet to the street, adding vibrancy to the central business district's weekday crowds and hopefully bringing new merchant activity to the Constitution Plaza area, which is looking to add a restaurant. In an announcement last week, the Department of Administrative Services (DAS) said the movement of more than 2,000 workers downtown and the approximately 100,000 annual visitors to the agencies to be located there will have a significant impact on the downtown economy.

Meantime, the state's decision to consolidate leased office spaces into owned properties was meant as a smart, potentially money-saving move in the long term, a strategy taxpayers should rejoice.

The downside to the state's Hartford office-tower purchases, however, is that it takes two large properties off the city's tax rolls. Together, 450 Columbus and 55 Farmington contributed about \$2 million in city tax revenues. Any state-owned properties, of course, are exempt from property taxes. The state does compensate Hartford with payments in lieu of taxes (PILOT) for properties that it owns — including for its newest acquisitions — but city officials have long complained that it's not sufficient in covering the potential lost revenue. (The state reimburses the city \$214,336.58 in PILOT payments for 55 Farmington Ave., according to DAS spokesman Jeff Beckham. The reimbursement for 450 Columbus Blvd., wasn't available at press time.)

The issue of tax-exempt property is a major concern for Hartford, which is starving for new revenues in the face of growing deficits that have put the city on an unsustainable fiscal path. With more than 50 percent of Hartford's property already tax exempt, city and state leaders must figure out how to get more properties on the tax rolls. Growing the grand list, along with creating new jobs and improving education for city residents, is the only way Hartford will improve its long-term fiscal health.

This is an issue Hartford Business Journal is taking a deeper look into. Stay tuned in the weeks ahead for possible solutions. ■

► **The issue of tax-exempt property is a major concern for Hartford, which is starving for new revenues in the face of growing deficits that have put the city on an unsustainable fiscal path. ... Growing the grand list, along with creating new jobs and improving education for city residents, is the only way Hartford will improve its long-term fiscal health.**

OTHER VOICES

# Staying great will require state to change policies

By Chris Powell

**W**hile Connecticut recently has been ranked poorly in surveys of business conditions throughout the country, the state still ranks high in many measures of quality of life, including per-capita income, education, health, productivity and social mobility.

There doesn't seem to be any ranking for natural beauty of states, but as summer begins Connecticut would have to rank near the top in that respect as well, with much of the rest of the country either too hot or, as in California, tormented by wildfires and drought.

No one in Connecticut is ever far from lush green woods, walking and biking trails, playgrounds and ballfields, clean rivers and streams, the ocean, and almost entirely benign wildlife. (While Florida has its good points, they don't include the alligators.)

But according to the most recent Quinnipiac University poll, the public mood in Connecticut is the most sour it has been since anyone can remember, with 72 percent of respondents claiming to be somewhat or very dissatisfied with living conditions here and 80 percent describing the state's economy as mediocre or worse.

The problem is not that things are really so bad in Connecticut. Indeed, most of the rest of the world probably would be thrilled to have the chance to live here. Rather, the problem is that the state used to be even better but in recent years has been declining in important respects, as the nation itself has been.

In essence the cause is probably the old corruption of prosperity. Societies and jurisdictions become prosperous through industriousness, ingenuity, and morality or religion that makes a virtue of restraint. But having become prosperous, people start thinking that their prosperity is the natural order of things rather than the product of work and restraint, and so they begin to squander it.

In Connecticut that squandering has been done largely through government: The removal of government employee compensation from the ordinary democratic process, welfare policy that perpetuates dependence and discourages self-sufficiency, education policy that mistakes mere attendance for learning, and wealth redistribution that punishes productivity and rewards anti-social behavior.

These policies erode wealth production, and so prosperity diminishes even as the share of the population relying for its income on wealth redistribution by government grows and gains control of the political system, making nearly impossible the correction of the most expensive and counterproductive policies.

Having twice imposed big tax increases in the last six years only to see state tax revenue and living conditions decline, Gov. Malloy and the General Assembly realized this year that the tax-more-and-spend-more approach to public policy has failed. Instead they enacted a budget that more or less froze spending and taxes. But tax revenue is still falling. If Connecticut's decline is to be reversed, such restraint on spending and taxes can be only a first step.

The next steps for restoring Connecticut must be to audit the expensive mistaken policies, to question state government's priorities in budgeting, some of which are grotesque, and to begin exacting sacrifices from the government and welfare classes rather than from the classes that have been doing most of the sacrificing lately, the taxpayers and the helpless needy.

For come November, Connecticut will lose its weather advantage to Southern states, and the state's advantages in all the other quality-of-life categories will not sustain themselves; they must be nurtured by policy. If prosperity was the natural order of things, Hartford, considered the richest city in the country a century ago, would not now be among the poorest.

It was policy change, which created and concentrated poverty and social disintegration, that caused that to happen. ■

*Chris Powell is managing editor of the Journal Inquirer in Manchester.*



Chris Powell

► **The problem is not that things are really so bad in Connecticut. Indeed, most of the rest of the world probably would be thrilled to have the chance to live here.**

## HARTFORDBUSINESS.COM POLL

Is CT doing enough to develop its next-generation manufacturing workforce?

☐ Yes

☐ No

To vote, go online to [HartfordBusiness.com](http://HartfordBusiness.com).

**Last week's poll results:**  
How did your company perform (financially) in the first half of 2016?

**15% Better than expected**

**30% As expected**

**55% Worse than expected**

**Send Us Your Letters**  
The Hartford Business Journal welcomes letters to the editor and guest commentaries for our opinion pages. Electronic submissions are preferred and welcome at: [editor@HartfordBusiness.com](mailto:editor@HartfordBusiness.com).



## TALKING POINTS

# A business' journey is as important as the destination

By Bernard L. Kavalier

The bottom line is the clearest indicator of business success, and failure. But driving single-mindedly to complete a sale or attract a client can prevent even greater success from grabbing a toe-hold in business development.

A wise individual once shared an important truth that remains fundamental in business and many other pursuits. Look around along the way, because the journey is as important as the destination. Here's why:

### The people you meet

Networking has never been more vital. As the methods to connect with people have grown exponentially with the pervasiveness of social media, there remain some fundamental truths that ought to be self-evident.

First impressions still matter, even in an era of "delete" and disappearing snapshots. As you encounter people, intentionally or



Bernard L. Kavalier

otherwise, you never quite know who knows who, or how one connection might lead to another. That is as true in business as in social circles. Plus, the people you meet may reappear later in your business life, with new positions or business addresses that offer new possibilities for your business. And they tend to remember what they thought of you the first time around.

### The decisions you make

There are irrefutable ramifications for everything. Even the smallest stone dropped into a pond causes ripples that reverberate. The decisions you make will impact not only your business, your customers and their businesses or lives, but others you may not even know about, in ways you cannot even imagine.

Regardless, if they are attributable to you, good or bad, they are yours forever. What you choose to do in any given situation — and how you reach that decision — speaks volumes about your business acumen, know-how and ethics, and tends to have a very long shelf life. Decide with purpose, and with care.

### The lessons you learn

In virtually every business encounter you have, there is something to be learned. What

you take away from any situation — beginning with being fully alert to what is occurring — can make a difference not only in that particular circumstance, but in business opportunities or challenges for years to come.

The lessons you learn — or don't learn — can influence the course of your business, and the degree of success you achieve. The old adage about having two eyes, two ears and one mouth is more than a truism. Learning begins with listening, and there's much to be heard in the marketplace, which is not to say you need to believe everything you hear. Sifting through the clutter to elicit what's worth preserving is a lesson as well — one that can provide the foundation for continued advancement and growth.

### The possibilities you uncover

When you least expect it, a business opportunity may present itself. You need to be ready to seize it productively. Diligent day-to-day efforts may reveal possibilities you hadn't considered previously, or suggest approaches that hadn't been in the original business plan but offer solid new pathways to profitability.

Sometimes things that can't be seen from afar become obvious upon closer scrutiny;

the possibilities you uncover may be the missing link or the untapped potential that can propel your business.

### The chances you take

Risk has been defined as the probability or threat of damage, injury, liability, loss or any other negative occurrence that is caused by external or internal vulnerabilities, and which may be avoided through preemptive action. That last phrase is key. Business success can often hinge on taking a well-timed, well-informed risk. The pre-emptive action that minimizes the prospect of harm is grounded in what you've picked up along the way. That's what makes taking chances considerably less chancy.

Indeed, the journey is as important as the destination. Because what you make of the journey may determine whether you reach your business destination at all, what you're able to accomplish if you do, and whether any successes you achieve can be sustained. ■

Bernard L. Kavalier is founding principal of Express Strategies, a Hartford-based strategic communications and public policy consulting business. Reach him through the firm's website at [www.express-strategies.com](http://www.express-strategies.com).

## BIZ BOOKS

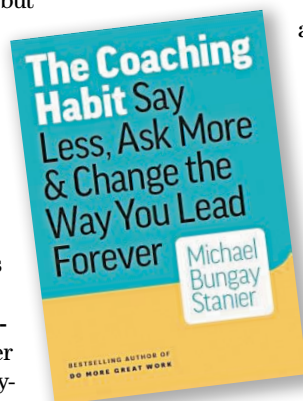
# Three levels of 'managerial hell'

**"The Coaching Habit — Say Less, Ask More & Change the Way You Lead Forever" by Michael Bungay Stanier (Box of Crayons Press, \$16.95).**

Dante's Inferno had nine levels of hell; the managerial counterpart only has three: 1. "Creating overdependence." When your team becomes overly reliant on a manager, team members do their jobs but don't "own their jobs." Owning a job involves individual growth through autonomy, responsibility and accountability; by only letting them do their jobs, the manager becomes the responsible and accountable party. Disengaged employees become less productive.

2. "Getting overwhelmed." When the manager becomes the nexus for everything, she/he often succumbs to "stop-that-do-this." Add in meetings and new items in the inbox and the daily routine has lots of activity and little progress. Loss of focus develops and the manager actually accomplishes less. Additionally, employees may see the manager as a bottleneck because they usually have to wait to do "what's next."

3. "Becoming disconnected." (A corollary of No. 2). With so much to do, it's increasingly difficult to manage priorities. Daily fires are constantly fought at the expense of what's important. The manager isn't getting enough done; stress increases as the undone grows. The manager accepts "it is what it is"



Jim Pawlak

### ► The key to improving productivity: Coach more; manage less.

and disengages, too.

What to do? Create a culture of job ownership. How? Give employees a voice in "what and how." Unless you're managing a group of poor-to-mediocre performers (shame on you), you'll find that employees respond to autonomy, responsibility and accountability by motivating themselves. They'll take pride in achievement.

And, instead of always asking the defensive "why," ask the insightful "what" (Examples: "What's the challenge as you see it?" "What are you hoping to achieve with your approach?" "What have you learned?"). Employees will understand that you value their work. The author filled the book with "what" questions.

The key to improving productivity: Coach more; manage less.

• • •  
"That's Not How We Do It Here! A Story About How Organizations Rise and Fall — and Can Rise Again" by John Kotter and Holger Rathgeber (Portfolio/Penguin, \$25).

Once upon a time a dozen Meerkats

made their home in the Kalahari savanna. Years passed and the clan grew to 150 Kats; every Kat knew its role and executed it to perfection. Yet as it grew, it became more and more difficult to keep it functioning well — especially in an environment subject to the whims of Mother Nature. Hmm, sounds a lot like a small business growing in times where rapid change affects its business model.

Two sibling Kats held key positions: Nadia, the out-of-the-box-creative Kat, trained the young Kats. Her discipline-and-order older brother Nicholas managed the clan's guards. Not surprisingly, they had spirited discussions about the why and how of the clan's rules and roles. They reported to the family chief who preached the need for best practices/continuous improvement but had no tolerance for risk or mistakes.

Changing anything was difficult. The tipping point for Nadia came when Ayo, a guard, was scolded by Nicholas for suggesting that guards be posted in trees rather than on the ground

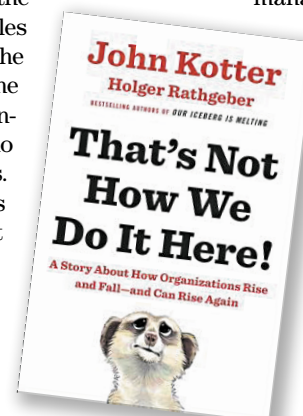
to get a broader view of the landscape.

Nadia and Ayo decided to find out how other Kat clans did things and left that night. One of the small clans (i.e. a startup) saw all problems as improvement-opportunities. While lacking a formal infrastructure, clan members brainstormed possible solutions, whittled down the alternatives and made collaborative decisions. When Nadia and Ayo provided ideas on how the clan could improve its infrastructure, they were applauded.

Upon their return, they found problems — snakes, vultures and a drought had taken a fearful toll on their clan. Clan management was now willing to listen to "how to fix things"

ideas, and implement them. Nadia and Ayo shared what they had learned about how to view and address problems. The clan's managers learned that today is tomorrow's doorway. The clan prospered. The end. Or the beginning? ■

Jim Pawlak is a nationally syndicated book reviewer.





## ACCOLADES & MORE



### OF NOTE

#### CT YOUNG CIVIL ENGINEER OF THE YEAR NAMED

The Connecticut Society of Civil Engineers (CSCE) recently named Daniel Valentine its Young Civil Engineer of the Year during its annual achievement in civil engineering awards program. Valentine is an engineer at Tighe & Bond and works at its Middletown office. Pictured (from left) are: Gary Fuerstenberg, CSCE president; and Daniel Valentine, Tighe & Bond.

...



#### AVON CHAMBER OF COMMERCE HONORS SIMSBURY BANK EMPLOYEE

Simsbury Bank's Robin DiNicola, senior market manager of the Avon and Canton market, was awarded the Loren Bristol Spirit Award by the Avon Chamber of Commerce. The award is presented annually in memory of Loren Bristol to a current member of the chamber. Pictured are: Lisa Bohman, Avon Chamber of Commerce executive director; John Shea, Avon Chamber of Commerce president; Peg Mayer, Howard L. Page & Co.; Peter Vignati, Edward Jones; David Pena, Workplace Innovations; Cal Miller-Stevens, Miller Foods; Tom McGee, PMP Corp.; Robin DiNicola, Simsbury Bank, and her husband Kevin DiNicola.

...

#### BLUMSHAPIRO RECOGNIZED FOR EXEMPLARY WORKPLACE PRACTICES

West Hartford accounting and consulting firm BlumShapiro has been honored with a 2016 When Work Works Award for its use of effective workplace strategies to increase business and employee success. The award is part of the national When Work Works project administered by the Families and Work Institute and the Society for Human Resource Management.

...

#### DAY PITNEY RECOGNIZED AS TOP BOND COUNSEL IN CT FOR 2015

Day Pitney LLP has been recognized as Connecticut's No. 1 bond counsel firm by volume in 2015, serving as counsel to bond issues in Connecticut totaling more than \$1.5 billion, according to The Bond Buyer. In 2014 and 2013 the firm also topped the list for advising on bond issues totaling more than \$1.5 billion and \$1.7 billion, respectively.

**Please Note:** All electronic submissions for Accolades should be sent to [news@HartfordBusiness.com](mailto:news@HartfordBusiness.com). For more information about the Hartford Business Journal's Accolades Page, please visit [www.HartfordBusiness.com](http://www.HartfordBusiness.com).

## UNITED TECHNOLOGIES SUPPORTS CT SPECIAL OLYMPICS



► The 2016 Special Olympics Connecticut Summer Games, sponsored by United Technologies, were recently held at Southern Connecticut State University in New Haven. The event drew nearly 2,500 athletes and Unified Sports teams, over 500 coaches and 2,900 volunteers, including 400 volunteers from UTC.

## BOB'S DISCOUNT FURNITURE DONATES TO NICU



► Bob's Discount Furniture of Manchester recently presented a donation to the NICU Family Support Program at UConn Health, on behalf of March for Babies top fundraisers, the Kahn family. Along with the donation to the NICU, the Kahn family received a gift card to Bob's Discount Furniture. The other top 19 fundraising teams from the March for Babies also received gift cards to the furniture store. Pictured (from left) are: Marc Spencer, March of Dimes; Christian Torres, Bob's Discount Furniture; Angel Rivera, Bob's Discount Furniture; Laura Kahn and Adam Kahn; Marge Julian, Connecticut Children's Medical Center; Lisa Dion, UConn Health; and Deb Fafard, March of Dimes.

## CT HOSPITAL ASSOCIATION HONORS HEALTHCARE HEROES



► The Connecticut Hospital Association (CHA) recently handed out 10 Healthcare Heroes awards at its annual meeting. In addition, Stuart E. Rosenberg, president of Johnson Memorial Hospital, was recognized as the American Hospital Association's 2016 Grassroots Champion, for showing exceptional leadership in generating grassroots and community support for issues of importance to hospitals and health care. Pictured (from left) are: Dr. Steven Schutzer, founder and medical director the Connecticut Joint Replacement Institute at St. Francis Hospital and Medical Center; Dr. Anita Kelsey, director of echocardiography, director of Women's Heart Program at St. Francis; Keith Grant, infection preventionist at St. Francis; and Rosenberg.



# THE PERFECT DAY



## STARTS HERE! WITH FIRST ALERT WEATHER



SEARCH NBC CT





## TWO THINGS AT THE OFFICE THAT SHOULD NEVER BE WEAK: COFFEE AND WiFi.

Comcast Business WiFi Pro is built for business. With fast speeds and the ability to create custom landing pages, you get big-time features on a small-business budget. Learn more at [comcastbusiness.com](http://comcastbusiness.com) or call **877-332-4943**

COMCAST  
BUSINESS  
**B4B**  
BUILT FOR BUSINESS™



Restrictions apply. Not available in all areas. Call for details. © Comcast 2016. All rights reserved.